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IUCN Publishing Guidelines

Document History

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Applicable to	IUCN publications, reports and other documents
Purpose	To provide guidance on all aspects and technical steps of publishing, the Publications Committee process, peer reviewing and the Editorial Board, as well as other related aspects.
Related Policies, Procedures & Guidelines	IUCN Style Manual
Source language	English *(Note that the Publishing Guidelines are only available in English)*
Contact	publishing@iucn.org

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Introduction

The *IUCN Publishing Guidelines* have been developed to assist the IUCN Secretariat, Commissions, and National and Regional Committees in producing publications of the highest quality. These guidelines set out the standards that should be used for preparing all IUCN publications. IUCN aims to provide an efficient publishing process to support high standards of publishing.

The *Publishing Guidelines* will be regularly updated as we review our policies and practices. Please check the IUCN Union Portal or the How to publish page on the IUCN website periodically.

- All IUCN publications, IUCN co-branded publications and some types of grey literature, unless they are an official policy document (in which case it will require the approval of the Director General and Council), must carry disclaimers covering opinions, geographical limitations, IUCN Framework partnerships and, if appropriate, translation.

- The IUCN Publications Officer must be informed of all publishing projects to ensure quality, to review if the publications abide with IUCN's visual and publishing guidelines, and to assign ISBNs if appropriate.

- All publications with IUCN Secretariat co-authorship or co-editorship that seek assignment of an IUCN ISBN must be presented through a concept note (before writing of publication has started) to the IUCN Publications Committee. Writing can begin upon approval by the Publications Committee, after which it will need to be peer reviewed and then to have the revised manuscript cleared by the Publications Committee.

- All IUCN publications must have a peer review tracking table signed off by the IUCN Editorial Board. Upon sign-off by the Editorial Board and approval of the visual identity by the Publications Officer, the publication will receive an ISBN and DOI and be ready for publication.

- To electronically publish your publication, you will need to send the Publications Officer:
  - a high resolution and low-resolution PDF of the final publication
  - the design and print (if applicable) files

- You will need to send seven (7) printed copies of all publications with an IUCN ISBN (beginning with 978-2-8317) and four (4) printed copies of those without (for the HQ Library, Publications Officer, and legal deposit) to:

  IUCN HQ Library
  Rue Mauverney 28
  1196 Gland
  Switzerland

- For comments or queries, please send an email to publishing@iucn.org, or get in touch with us directly:

Library and Publications Manager
Daisy Larios (daisy.larios@iucn.org)

Publications Officer
Sarina van der Ploeg (sarina.vanderploeg@iucn.org)

How can we help you with your publishing project?

We provide guidelines and standards

- **IUCN Publishing Guidelines**. These guidelines provide guidance on the processes involved in the production of IUCN publications. The Guidelines are periodically updated and are available both on the Union Portal (for IUCN Secretariat) and on the IUCN website (for external contacts).

- **IUCN Style Manual**. This document explains the standard practices to be used when writing and editing IUCN publications in English. The Style Manual is periodically updated and is available both on the Union Portal and on the IUCN website. Manuals for writing and editing in French and Spanish are not available.

- **IUCN Brand Book (logo rules) and templates**. The IUCN Brand Book provides an overview of IUCN's brand, what it stands for, why it is important. It explains who should use the IUCN visual identity and how it should be used. There are Brand Books available for IUCN staff, Members, Commissions, National and Regional Committees and partners on how to use the IUCN logo. The Brand Book(s) as well as the templates for the design and layout of IUCN publications can be accessed through the Union Portal and on the IUCN website.

- **Terminology for IUCN usage (En/Es/Fr)**. The terminology for IUCN usage contains commonly used terms related to conservation, in the three official IUCN languages. The purpose of it is to ensure consistency of translation across all IUCN publications. It is regularly updated. The list is searchable by entering a search term. It is available on the IUCN website.

- **IUCN standard credits page**. All IUCN publications that bear the IUCN logo and ISBN as well as some types of grey literature must include a standard credits page. Templates of the IUCN standard credits page in the three official IUCN languages are available on the Union Portal and on the IUCN website. For advice on the information that must be included in these pages both for IUCN publications and for joint publications, contact the IUCN Publications Officer.

All of these supporting documents (Guidelines, Style Manual, templates) are regularly updated, so always make sure to check for the latest version that is available on the on the Union Portal and IUCN website.

TIP: Bookmark the publishing web page (Union Portal or IUCN website) on your computer, to make sure you always have immediate access to the latest versions of IUCN's publishing guidelines, manuals, templates, and other publishing-related resources!

We provide information and advice

- **Design and layout**. We maintain a list with designers on the Union Portal. Contact the IUCN Publications Officer for more information.

- **Editing and proofreading**. We maintain lists with editors and proofreaders on the Union Portal. Contact the IUCN Publications Officer for more information.

- **Translation**. We maintain a list of professional translators who can translate IUCN publications into the three official IUCN languages. Other languages may be handled, if necessary. This list with translators is available on the Union Portal. Contact the IUCN Publications Officer for more information.

  Translations have to be checked and approved by the Publications Officer. After approval, the Publications Officer will assign a new ISBN (and possibly DOI) and upload the final PDF to the IUCN library database. See for more information the section Translations in these Guidelines.

- **Translation permissions**. IUCN encourages the translation of its publications. To request permission for translation of an IUCN publication, a **translation permission form** must be completed and submitted to the IUCN Publications Officer. Translation should only start after permission has been granted. The translation permission form is available on the Union Portal and on the IUCN website.

- **Printing services**. For the production of IUCN publications and merchandise a list of printers is available on the Union Portal. The distribution of hard copies of IUCN publications to their intended audience is the responsibility of each office or Commission.

We manage procedures

- **Allocation of ISBNs**. An ISBN (International Standard Book Number) is a unique 13-digit international identifier used to identify each unique publication regardless of form or medium. The ISBN is a unique, machine-readable identification number used by the book trade to catalogue and identify books, by supply chain systems for the ordering and distribution of books, and by bookstores for electronic point-of-sales systems and to monitor sales data. Each version (e.g. print, pdf, ePUB, summary), edition or translation has to be identified by its own ISBN. **Never re-use an ISBN**.

  The IUCN Publications Officer is responsible for allocating ISBNs to different formats of a publication (*after* having checked the laid out and proofread PDF for the copyright information and visual identity). The ISBN should be included on the credits page.

- **Allocation of DOIs**. A DOI (Digital Object Identifier) is a unique identifier that also provides a stable, persistent link to any digital object, even if the actual location on the web changes. It ensures that your work is always discoverable and enables accurate link- and citation-tracking and bibliometrics. A DOI is required for all publications with an IUCN ISBN with IUCN Secretariat (co-)authors or (co-)editors and is recommended for all other publications with an IUCN ISBN. A DOI should be assigned to each separate language version or new edition of a publication. **Never re-use a DOI.** The DOI is assigned in combination with an IUCN ISBN.

A payment of CHF 500 is required per DOI issued to cover the expense of tracking the uptake and impact of the publication with Altmetric. The DOI will only be assigned after the DOI payment has been made and after the laid out and proofread PDF has been checked for the copyright information and visual identity. It is the responsibility of the originating team/unit/office to arrange for the DOI payment of any future language versions i.e., translations published by IUCN.

An IUCN ISBN is a prerequisite for receiving a DOI; to obtain a DOI, please follow the same procedure for requesting an ISBN. The IUCN Publications Officer is responsible for allocating a DOI and for registering it through Crossref (the registration agency for IUCN DOIs).

The DOI should be included on the credits page. In addition, the reference list of a publication should include as many DOIs as possible, for cross-referencing (the Publications Officer will deposit the reference list through Crossref). This should be done while a manuscript is still in Microsoft Word format so that the DOIs can be included in the final layout. Crossref has a free online DOI query service that allows you to quickly do a bulk search for DOIs.

- **Publication concept note form**. To obtain an ISBN for a forthcoming publication, all publications with IUCN Secretariat co-authorship or co-editorship will need to have had its publication concept note approved by the IUCN Publications Committee, and have had the final manuscript peer-reviewed and subsequently cleared by the Publications Committee.

  It is not necessary to submit a publication concept note if you wish to translate an IUCN publication.

- **Peer review tracking tables**. Publication leads of all IUCN publications should submit the completed and signed peer review tracking table and the final, post-peer review and copy-edited manuscript (in Word) to the IUCN Editorial Board well in advance of the printing (and before it is sent to the designer). A template of the IUCN peer review tracking table is available on the Union Portal and on the IUCN website (in Word and Excel format).

- **Reprints.** When more copies are being printed with no substantial changes to the publication (besides perhaps a few typos that are being corrected), it is called a reprint. Reprints do not receive a new ISBN. The distribution of hard copies of IUCN publications to their intended audience is the responsibility of each office or Commission.

- **Official publication access points via the IUCN Library Portal**. Finalised publications are catalogued in the Library Portal to provide official access points for online dissemination. Additionally, your publication will be disseminated to all IUCN Secretariat staff via the weekly New Library Acquisitions newsletter. Official IUCN publications with an ISBN will also be promoted via the bimonthly Off the Shelf Newsletter to the nearly 9,000 contacts who have signed up to be informed of new IUCN publications. For more information, contact the IUCN Library and Publications Manager.

- **Copyright and licensing of publications**. We grant permission to those seeking to reproduce material under IUCN copyright for commercial purposes. The **copyright permission form** is available on the IUCN website. We also work with third parties for greater exposure and dissemination of IUCN publications, for example through licensing. For more information, contact the IUCN Library and Publications Manager.

- **Legal deposit of IUCN publications**. All IUCN publications with an ISBN beginning with 978-2-8317 must be deposited with both the Swiss National Library in Bern and the Vaud Cantonal Library in Lausanne. Upon reception of the requisite copies of your publication, we will ensure that legal deposit is fulfilled.

- **Digitisation of historical IUCN publications**. We continuously strive to digitise and make available historical IUCN publications, as funding becomes available.

How to make a publication?

Define objectives and target audience

Before beginning your publication, decide exactly what it is you are trying to achieve: what are your objectives? Your objectives can include a variety of different goals and will determine your target audience(s), which should help you decided on the message, output type, and medium of your communication product.

Here are some examples on how this type of strategic thinking might work:

If your objective is to…	**You will need to target…**	**How does this target audience prefer to acquire information? What is the best output type and medium for communicating your message to the target audience?**
Influence policy and decision-making at the upcoming COP	Policymakers attending the COP	Policymakers typically need easily digestible key messages, as they are often very busy and bombarded with information at conferences and events.
Promote protected area management best practices among protected area managers in Africa	Protected area managers in Africa	Protected area managers in Africa may not have easy access to the Internet, and if they are working in the field are unlikely to have easy access to a library. Thus, they would likely prefer a printed publication that they can refer to.

Other types of objectives could include:

- ✓ to report back on the findings/progress/conclusions of a project
- ✓ to target specific conferences and meetings
- ✓ to publish fresh scientific evidence
- ✓ to produce guidelines or a training tool
- ✓ to inform on policy
- ✓ to report the results of a meeting

After completing this exercise, you will be able to determine if, in fact, producing a publication is the best output for your message, audience, and objectives. It should also help you decide whether the publication should be print and/or electronic, how many copies to print, and what your dissemination and distribution strategy should be.

Define a publication

IUCN produces many different types of outputs, which include textual documents, digital assets, and online content and platforms. For the purposes of these guidelines, an IUCN publication is considered a book or monograph.

The primary purpose of books and monographs is to communicate knowledge. They:

- consist of at least 20 pages of substantive, original content (i.e. excluding title page, credits page, table of contents, reference list/bibliography, annexes);
- are primarily intended for external circulation (beyond IUCN Secretariat, Members, Commission members, Council, and donors);
- are prepared with contributions (textual and/or financial) from IUCN; and
- are intended to have a long lifespan.

Consideration	Likely to be considered a publication	Likely to not be considered a publication
Length	Longer (generally >20 pages)	Shorter (generally <20 pages)
Permanence	Intended to be long-lived	Intended for rapid dissemination; content is likely to change in the near-future
Audience	Broad and external, e.g., scientists, practitioners (guidelines, manuals, etc.), libraries, commercial outlets, etc.	Internal, e.g., IUCN policies, procedures, etc.
Scholarly content	Includes references or footnotes	No references or footnotes, e.g., for marketing and publicity materials

The following are the types of books and monographs produced by IUCN:

- Scientific analyses and syntheses
- Guides and manuals
- Field guides
- Public interest books (e.g. coffee-table books, children's' books)
- Knowledge-product standards

Other textual documents such as marketing materials, records, knowledge-product-related documentation, and papers and briefs do not qualify for an ISBN.

All books and monographs produced by the IUCN Secretariat should include references or footnotes as well as all other required elements and follow appropriate processes for gaining approval from the IUCN Publications Committee and the IUCN Editorial Board to be assigned an IUCN ISBN. To better visualise the steps in the publishing process, have a look at our Publishing Highway.

Prior to publication, IUCN Secretariat staff are required to seek and receive approval from the Publications Committee for:

- Publication concept note (to be completed at the conceptual stage i.e. prior to writing)
- Publication of the manuscript (*after* peer review has been completed)

All IUCN Publications seeking assignment of an ISBN and DOI are required to seek and receive approval from the Editorial Board for:

- Peer review tracking table (to ensure peer review comments were sufficiently addressed)

IUCN publications can be produced in electronic or print format and can be either free or for sale.

Visual identity

IUCN publications must bear the IUCN name and logo and follow the IUCN visual identity guidelines.

When collaborating with partners, IUCN encourages the use of the IUCN visual identity to brand publications. In such cases, the IUCN visual identity rules, in addition to the logo rules, must be followed. In cases where the IUCN visual identity cannot be used for jointly produced material, a neutral design must be agreed on a case-specific basis.

Publications produced by the Commissions (including Specialist Groups) alone are considered to be IUCN publications for the purposes of cataloguing on the Library Portal and adding to the library's collection, although they fall outside of the remit of approval through the IUCN Publications Committee. If being published through IUCN, however, they will still need to receive peer review sign-off from the Editorial Board to receive an ISBN and DOI.

Co-publishing

IUCN regularly co-publishes with other organisations. There are essentially two types of partners with which IUCN co-publishes:

- Members, donors, other not-for-profit organisations
- Commercial publishers

Co-publishing with Members, donors, other not-for-profit organisations

Advantages of co-publishing with Members, donors and other not-for-profit organisations include:

- Partners can take advantage of each other's scientific expertise.
- Partners can take advantage of each other's membership and distribution networks.
- Partnerships foster collaboration and cooperation.

Some points to be aware of are:

- IUCN can lose full editorial control.
- IUCN may not be able to retain copyright.
- Partners are dependent on each other respecting financial and timetabling conditions.
- If the publication has endorsement from senior figures, e.g. from a government or ministry, it may be inappropriate to request peer reviewing from technical staff within that individual's institution.

Some points to consider when entering into a co-publishing agreement with another organisation:

- Parties must agree on responsibility for content, management of the overall project, design, production, print and/or electronic distribution, and the level of financial contribution to be made by each party.
- IUCN should be a main copyright holder to enable the organisation to freely disseminate its material. At a minimum, joint copyright should be negotiated.
- Placement of logos should be agreed at the outset (see the IUCN Brand Book (including logo rules) for Partners of IUCN.
- Parties must agree on who will assign the ISBN (and DOI). To obtain an IUCN ISBN, the publication has to go through the IUCN publishing process (i.e. the IUCN

Publications Committee (for publications with IUCN Secretariat staff (co-)authors/editors) and/or the IUCN Editorial Board).
- IUCN must approve final content before the publication goes into production, including the insertion of our disclaimer information.
- The IUCN Publications Officer must approve final design and layout (including logo use) before the publication goes into final production.
- Parties should agree on the amount of print copies each organisation will receive, if applicable.

Co-publishing with commercial publishers

Advantages of co-publishing with commercial publishers include:
- Publisher takes most of the financial risk associated with producing the publication.
- IUCN becomes associated with a well-known, credible publisher. Note that it is important to ensure that IUCN's contribution is clearly visible in the final product.

Some disadvantages to be aware of are:
- IUCN may not be able to retain copyright. This prevents further use and distribution of our material.
- Production times in commercial publishing are often much longer.
- IUCN may lose editorial control.
- IUCN staff may be required to provide considerable input. The project could become time-consuming.
- IUCN is usually required to buy in stock to help cover production costs.
- The publications may not necessarily reach IUCN's main audiences.
- IUCN may not be able to put the finished publication on the website.

Conditions for acceptance of commercial publishing proposals

In addition to reviewing the advantages and disadvantages above, there are certain conditions that should be met before you co-publish with a commercial publisher:
- Both the commercial publisher and IUCN must benefit from the collaboration in terms of profile enhancement.
- The collaboration must lead to an understanding of the importance of IUCN's work amongst a wider audience than IUCN can reach by itself.
- IUCN must obtain benefits that assist it to pursue its mission and Programme of work.
- The real costs of the collaboration must be borne by the commercial publishers.

The following criteria should be used to assess these conditions:
- The publication must meet a standard of quality that IUCN can endorse in terms of scientific credibility.
- The publication has a high potential for wide distribution amongst primary IUCN audiences.
- The publication has the potential to reach IUCN's secondary audience to enhance awareness of the importance of conservation and sustainable development amongst a significant segment of the general public.
- The real costs to IUCN are covered (staff time, including secretarial support, overheads, volunteer compensation).

Negotiating the contract

Although many commercial publishers have their own standard agreements, below are points to consider when you begin negotiating a contract:

- Ensure IUCN retains copyright or agree to joint copyright as a minimum.
- Ensure that IUCN's contribution to the publication is duly acknowledged and given prominence.
- Agree rights reversal within a specific time period should the publication go out of print.
- Ensure that IUCN will receive a PDF of the final document for the IUCN library database. This may be subject to a time exclusion clause.
- Discuss fees for the contribution of scientific material and expertise.
- Ensure IUCN receives a final copy of the proofs to approve content and logo use before the publication goes into final production.
- Agree on the number of hard copies of the publication, if applicable. Sale of the publication might also be subject to a time exclusion clause.

To make sure that the conditions are acceptable, it is recommended to send a *draft* copy of the contract to the Publications Officer – and to the colleagues of the Office of the Legal Adviser, HQ – and to have the details checked. A final copy of each publishing contract should be forwarded to the Publications Officer.

Checklist of items for co-publishing

The three tables below contain a checklist of items that need to be included, discussed or negotiated when entering into a co-publishing agreement with another organisation or with a commercial publisher.

Table 1: Checklist of items to be agreed when co-publishing with another organisation

Item	Done
Agree on the respective roles and responsibilities of each party from the outset, including:	
- Responsibility for content	☐
- Management of the overall project	☐
- Design	☐
- Production	☐
- Assignment of an ISBN (and DOI), if applicable	☐
- Electronic / Print distribution	☐
- Level of financial contribution from each party	☐
Negotiate sole or joint copyright	☐
Approve final content, including the IUCN disclaimer information, prior to production	☐
Approve final content, including the IUCN disclaimer information, prior to production	☐
Approve final design and layout (proof), as well as logo use and copyright info, prior to publishing/printing	☐
Agree on amount of stock to be made available to each organisation against *no* costs	☐
Agree on distribution, sales and marketing	☐

Table 2a: Conditions for evaluating a co-publishing project with a commercial publisher

Conditions	Yes	No
Do both the commercial publisher and IUCN benefit from the collaboration in terms of profile enhancement?	☐	☐
Will the collaboration lead to an understanding of the importance of IUCN's work amongst a wider audience than IUCN can reach by itself?	☐	☐
Will IUCN obtain benefits that assist it to pursue its mission and Programme of work?	☐	☐
Are the real costs of this collaboration borne by the commercial publisher?	☐	☐

Table 2b: Criteria to be used to assess the above conditions

(Assign a value – either "high" or "low" – to each of the criteria below. If there are a majority of "high" values, then it is worth co-publishing.)

Criteria	High	Low
The publication meets a standard of quality that IUCN can endorse in terms of scientific credibility	☐	☐
The publication has a high potential for wide distribution amongst primary IUCN audiences	☐	☐
The publication has the potential to reach IUCN's secondary audience to enhance awareness of the importance of conservation amongst a significant segment of the general public	☐	☐
The real costs to IUCN are covered (staff time, including secretarial support, overheads, volunteer compensation)	☐	☐

Table 3: Checklist of items to be agreed when negotiating a contract with a commercial publisher

Item	Done
Ensure IUCN retains copyright or agree to joint copyright as a minimum	☐
Ensure that IUCN's contribution to the publication is duly acknowledged and given prominence	☐
Agree rights reversal within a specific time period should the publication go out of print	☐
Ensure IUCN's Publication Officer sees a copy of the final PDF before it is published to approve visual identity, logo use, copyright information, etc.	☐
Discuss fees for the contribution of scientific material and expertise	☐
Ensure that IUCN will receive a PDF of the final document for the IUCN library database. This may be subject to a time exclusion clause	☐
Agree on the number of copies of the final document to be made available to IUCN (against *no* costs!). Sale of the publication may be subject to a time exclusion clause	☐

Acknowledging support from donors and IUCN Framework partnerships

It is **mandatory to acknowledge the institutional support of IUCN Framework partners** in our publications. Many of our publications are project funded but there is also some core funding that goes into IUCN publications. A paragraph acknowledging IUCN Framework partnerships is included in the template of the IUCN standard credits page.

If a publication is being produced with a contribution – financial, textual, technical, or otherwise – from other donors, it will be necessary to acknowledge that contribution. The agreement for acknowledging this contribution should be negotiated when the initial contract is signed.

Although the acknowledgement may be subject to donor conditions, the contribution can be highlighted in any of the following places, including:

- On the acknowledgements page;
- On the credits page in a paragraph (under the disclaimers) beginning with "This publication has been made possible in part by funding from…";
- On the bottom of the front cover where the logo (no text) may be placed alongside those of other contributors;
- On the half-title page where *additional* (i.e. in addition to the logos on the front cover; see further the Brand book guidelines) multiple logos may be included.

Acknowledging contributions from co-publishers

If a document is co-published with another organisation (e.g. an IUCN Member, commercial publisher, etc.), the agreement for this collaboration and how it is acknowledged must be worked out at the time that the contract is negotiated.

This collaboration should be acknowledged on the credits page in "Published by". When collaborating with partners, IUCN encourages the use of the IUCN visual identity to brand publications. In such cases, the IUCN visual identity rules, in addition to the logo rules, must be followed. In cases where the IUCN visual identity cannot be used for jointly produced material, a neutral design must be agreed on a case-specific basis.

Acknowledging contributions from experts

If there have been experts who have contributed to the document, e.g. by way of giving advice or internal review, they should be acknowledged in the Acknowledgements section. (And thus *not* on the credits page). It is mandatory to add an Acknowledgements section to IUCN publications.

Planning your publication

When planning a publishing project, the first step will be to prepare a publication concept note for all publications to which IUCN ISBNs are intended to be assigned. The concept note should be submitted to and approved by the Publications Committee before the writing starts. The Publications Committee concept note review meeting is held twice per year. A call for submission of concept notes will be sent out well in advance of a meeting. *Incomplete submissions will not be taken into consideration.*

Publication concept note

The publication concept note is designed to help you plan and execute your publishing project by:

- ✓ keeping you and all team members focussed;
- ✓ defining who is involved in the project and their respective roles, including publication leads, unit/team heads, project managers, writers, peer reviewers, editors, designers, printers, etc.;
- ✓ setting the time-frame and the chronology of stages in the project;
- ✓ helping you budget appropriately for publishing costs, including hidden ones.

Set timeline

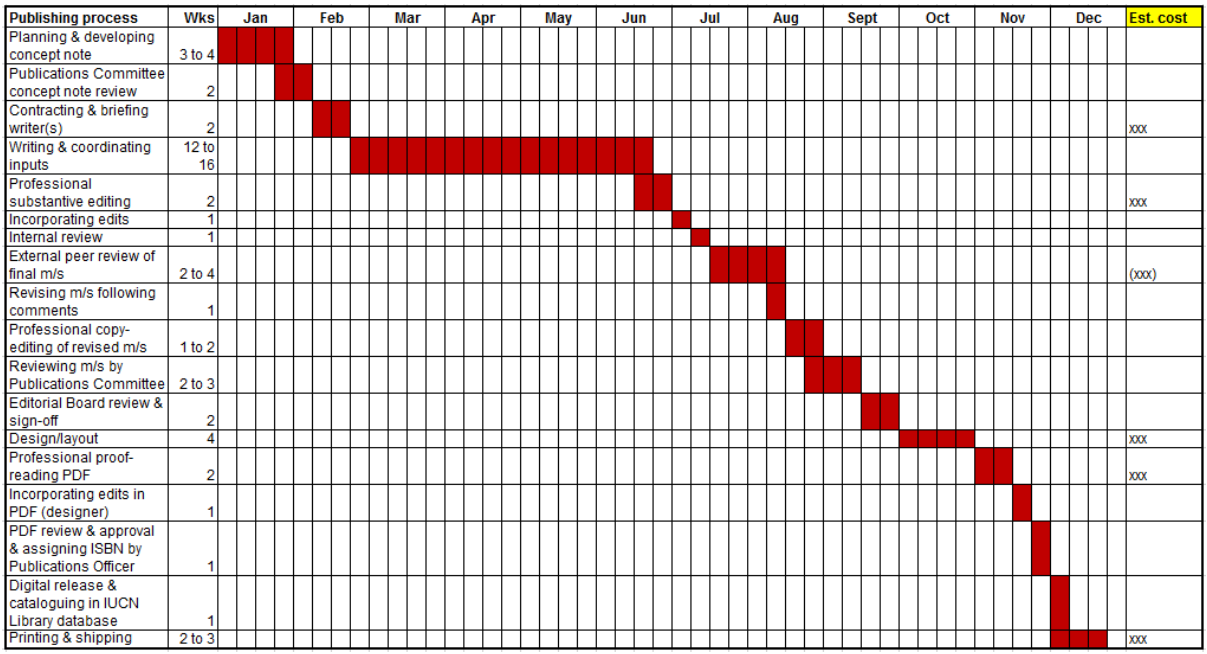
Because the publishing process involves a sequence of events some of which are dependent on previous stages being completed (e.g. development of concept notes, writing, design and printing), and some of which can take place simultaneously (e.g. writing and identifying distribution), time management is critical. Time management is particularly important when a publication is being produced for a specific event, e.g. a conference, a launch, etc.

When planning a publication:

- ✓ Set realistic deadlines. It is often best to **work on your timeline by working backwards** from the date you would like to launch the publication.
- ✓ Set aside sufficient time for the concept note review process by the Publications Committee, peer reviewing, clearance of the post-peer review and copy-edited manuscript by the Publications Committee, Editorial Board sign-off on the peer review tracking table, and solving any issues that may arise.
- ✓ Allow plenty of time for substantial editing, copy-editing, design, proofreading and printing. Do not cut corners on any of these processes, i.e. do not decide that because writing or review have taken longer than foreseen, you will shorten the time allocated to editing and design.
- ✓ Set aside sufficient time for review of the complete, proofread, PDF by the Publications Officer.
- ✓ Foresee sufficient time for preparation of the digital release by the Publications Officer.
- ✓ Build in extra time wherever possible to allow for unforeseen events.
- ✓ Foresee sufficient time for shipping, particularly if a publication is planned for an event (conference, book launch, etc.). To save time (and shipping costs), a possible option would be to have the publication printed in the country where the event will take place.

A template for planning the timeline for your publishing project is available on the Union Portal. You can also use digital tools such as Asana to help you plan your publication launch.

Example of a timeline showing the minimum amount of time needed to produce a publication, including the **minimum amount of time** (weeks) **you should reserve** for each step in the publishing process:



Publishing process	Wks	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Est. cost
Planning & developing concept note	3 to 4													
Publications Committee concept note review	2													
Contracting & briefing writer(s)	2													xxx
Writing & coordinating inputs	12 to 16													
Professional substantive editing	2													xxx
Incorporating edits	1													
Internal review	1													
External peer review of final m/s	2 to 4													(xxx)
Revising m/s following comments	1													
Professional copy-editing of revised m/s	1 to 2													
Reviewing m/s by Publications Committee	2 to 3													
Editorial Board review & sign-off	2													
Design/layout	4													xxx
Professional proof-reading PDF	2													xxx
Incorporating edits in PDF (designer)	1													
PDF review & approval & assigning ISBN by Publications Officer	1													
Digital release & cataloguing in IUCN Library database	1													
Printing & shipping	2 to 3													xxx

Set budget: costing and funding your publication

As with all projects, it will be necessary to establish a budget for your publishing project. The budget can serve different purposes:

- ✓ It can be used to fundraise for your project.
- ✓ If the funds have already been allocated, it can assist you to see whether you need to raise more funds, or alternatively whether you need to modify your project so that it comes within the allocated budget.
- ✓ It can help you to focus your expenditure and evaluate where over- or under-spending has occurred. This will help you to budget for future similar projects.

Publishing incurs some obvious or “visible” costs, e.g. cost of printing, as well as certain less evident or “hidden” costs, e.g. staff time or project management costs.

Although it is difficult to estimate in advance the exact costs to produce a publication, it is nonetheless possible to establish certain benchmark figures. There are two principal ways to do this:

- Historically, by looking at the costs of similar completed projects.
- By seeking estimates from suppliers.

Below is a checklist of the items that you will need to include in your budget.

“Visible items”:

- ✓ Consultant’s fees (if a consultant is being commissioned to write/compile the content), including expenses (travel, etc.);
- ✓ Copyright fees, i.e. for using information on which a third party owns copyright;
- ✓ Photographic fees for use of images from other sources, e.g. photo libraries;
- ✓ Costs for peer reviewing (the IUCN Editorial Board recommends to offer peer reviewers a CHF 500 honorarium in gratitude, if applicable);
- ✓ Costs of any meetings that may be required to discuss issues;
- ✓ Editing costs, e.g. of an external substantial editor;
- ✓ Copy-editing costs, e.g. of an external copy editor;
- ✓ Design and layout costs, including author’s corrections, treatment of photographs, generation of PDFs;
- ✓ Proofreading costs, e.g. of an external proofreader;
- ✓ DOI costs (if applicable)
- ✓ Printing costs;
- ✓ Electronic production costs including scanning, conversion of data, e.g. e-books, converting PDFs to XML, ePUB files;
- ✓ Mailing, distribution, shipping;
- ✓ Promotion costs including production and mailing of promotional items (flyers);
- ✓ Costs for translation including production, DOI (if applicable) and distribution (if applicable).

“Hidden costs”:

- ✓ Staff and management time;
- ✓ Communications, including e-mail and phone;
- ✓ Overheads;
- ✓ Evaluation costs, including costs of surveys (printing and mailing), facilitators to conduct the surveys if required, analysis of results.

In addition, there are a number of items that, if unchecked, can lead to significant increases in the costs of producing a publication. These include:

- Author’s corrections;
- Underestimating the page count of your publication, particularly in a printed document;
- Editor’s fees;

Make sure to outline the budget in the publication concept note. This will help you to know ahead the costs that are involved in the development of a publication. You may wish to consult the lists of various suppliers (editors, translators, designers, etc.) that are available on the Union Portal to get an idea of costs.

Example of items in a publication budget:

Publication Budget	
Donor/source of funds:	
Item	**Amount**
Consultant fees/staff time for writing and research	
Consultant fees/staff time for substantive editing	
Honoraria for peer reviewers	
Copyright and image license fee	
Consultant fees/staff time for copy-editing	
Design and layout	
Consultant fees/staff time for proofreading	
Printing (if applicable)	
Shipping and distribution of hard copies (if applicable)	
Communication/promotional costs	
Monitoring and evaluation	
Other staff time/overhead	
Other costs (e.g. translation, DOI)	
Total	

Outsourcing and external contractors

Once your budget has been agreed, you will be able to make an informed decision about the type of publication to produce. You will also know how much funding you have available for each stage of production.

In order to complete a publishing project, it will be necessary to contract certain services to outside suppliers (if applicable), e.g.:

- writers
- substantive editors
- copy editors
- designers
- proofreaders
- translators
- printers
- distributors

Choosing your suppliers

The following criteria will help you make your final choice of suppliers:

- ✓ Does the supplier have experience with and knowledge of the subject matter with which they are dealing (particularly important in the case of writers, substantive editors and translators)?
- ✓ Is the supplier acquainted with IUCN and its work/mission? Does it follow environmentally and ethically sound business practices?
- ✓ Does the supplier have a proven track record (it is often useful to ask for previous examples of work)?

- ✓ Does the supplier have all the necessary skills/equipment (for example, FSC certification for printers)?
- ✓ Will your chosen supplier be able to meet the deadline?
- ✓ Is the price really commensurate with the service on offer, i.e. a very inexpensive printer may not necessarily offer the best service?

In the interests of sound financial management and for purposes of comparison, it is always advisable to seek estimates/offers from at least three suppliers. Lists with contact details of various suppliers (editors, proofreaders, translators, designers) are available on the Union Portal.

As soon as you have chosen your writers, substantive and copy editors, proofreader, and translator(s), make sure to share the necessary guidelines, manuals – IUCN Publishing Guidelines, IUCN Style Manual, Terminology for IUCN usage – and templates (credits page template) with them. All these resources are available on the IUCN website. This is to ensure that the publication abides to IUCN's house style from the very beginning. Similarly, make sure to provide your chosen designer with the IUCN Brand Book guidelines and templates (for cover, title page and spine) early on.

IUCN Publications Committee

Work process

The IUCN Publications Committee provides strategic direction for publications and serves as a mechanism to ensure high standards and quality of the publications produced by the Secretariat. The scope of the Committee is all publications with IUCN Secretariat co-authorship or co-editorship that seek assignment of an IUCN ISBN.

The Committee's Terms of Reference are available on the Union Portal. The Publications Committee operates on both a quadrennial and a biannual basis.

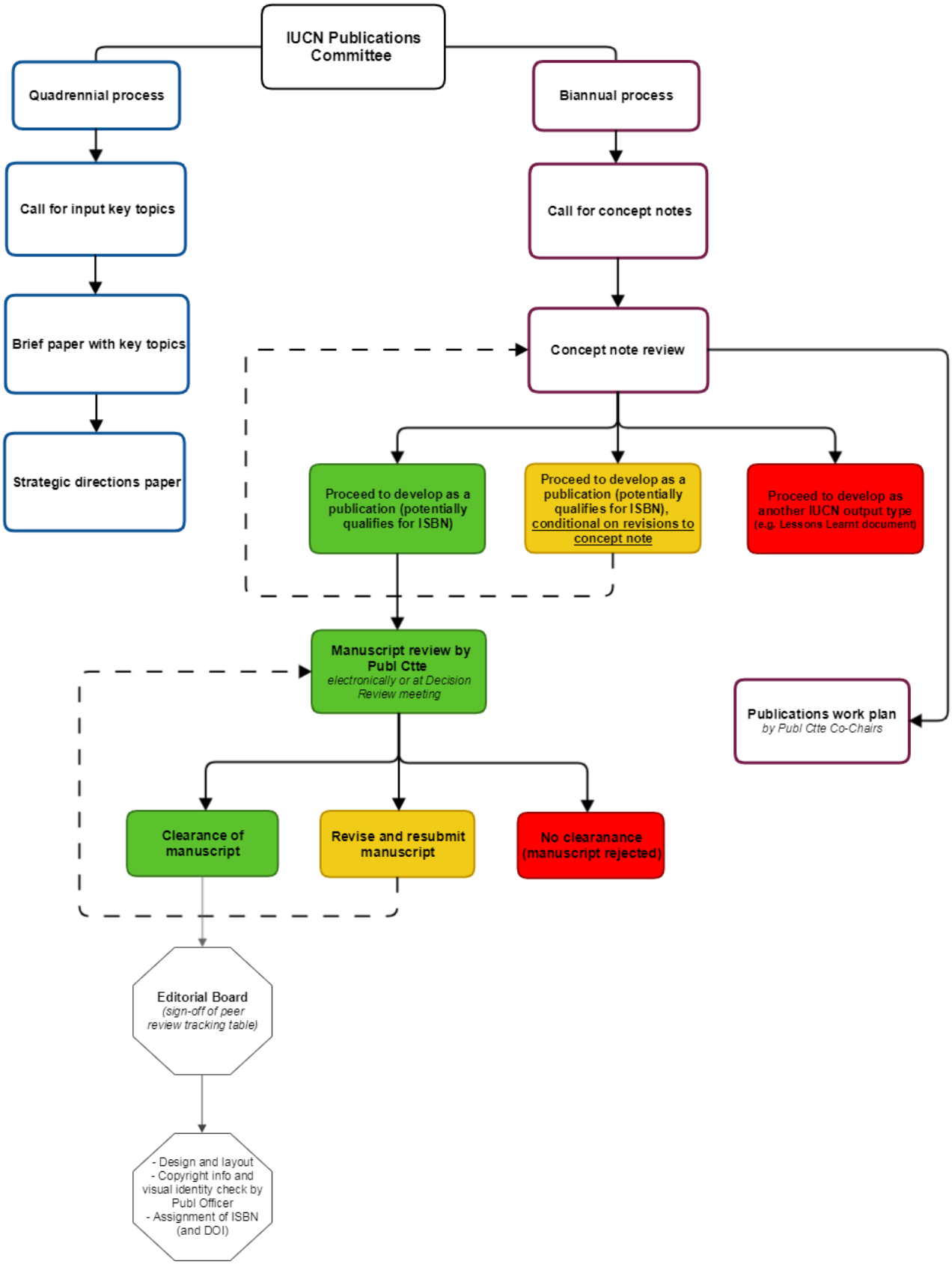
Quadrennial process:

- Upon solicitation by the Publications Committee Coordinator (the Publications Officer), all IUCN offices submit key topics on which the IUCN Secretariat should provide new knowledge and analysis.
- The Chief Scientist and Chief Economist compile all topics into a brief paper for review by the Publications Committee members.
- The Publications Committee reviews the brief paper and yields a strategic directions paper (with priority policy analysis listing for IUCN's four-year Programme period) during the Quadrennial meeting.
- This strategic direction paper will be issued by the DG to all IUCN Secretariat staff as soon as possible after the meeting.

Biannual process:

- Twice per year (6 months basis), the Publications Committee Coordinator will solicit concept notes from throughout the IUCN Secretariat, well in advance of the planned concept note review meeting.
- Secretariat staff have to submit a **publication concept note** using the template for each of their planned publications for the year to the Publications Committee.
- The Publications Committee reviews the concept notes in preparation for the concept note review meeting.
- IUCN Secretariat staff proponents have to present their concept notes (either in person or by proxy) to the Publications Committee during the concept note review meeting.
- The Publications Committee will discuss each concept note during the meeting, and decide:
    i. Proceed to develop as a publication (potentially qualifies for ISBN, conditional on manuscript review, peer tracking review, and visual identity review);
    ii. Proceed to develop as a publication (potentially qualifies for ISBN), conditional on revisions to the concept note as recommended by the Publications Committee at the meeting (and conditional on manuscript review, peer tracking review, and visual identity review); or
    iii. Proceed to develop as another IUCN output type (does not qualify for ISBN), while adhering to visual identity, e.g. as a Lessons Learnt document.

More information about the IUCN Publications Committee is available on the Union Portal.


IUCN Publications Committee
Quadrennial process
Biannual process
Call for input key topics
Call for concept notes
Brief paper with key topics
Concept note review
Strategic directions paper
Proceed to develop as a publication (potentially qualifies for ISBN)
Proceed to develop as a publication (potentially qualifies for ISBN), conditional on revisions to concept note
Proceed to develop as another IUCN output type (e.g. Lessons Learnt document)
Manuscript review by Publ Ctte
electronically or at Decision Review meeting
Publications work plan
by Publ Ctte Co-Chairs
Clearance of manuscript
Revise and resubmit manuscript
No clearanance (manuscript rejected)
Editorial Board
(sign-off of peer review tracking table)
- Design and layout
- Copyright info and visual identity check by Publ Officer
- Assignment of ISBN (and DOI)

Preparing your publication

Writing

Research and writing are probably the most time-consuming part of a publishing project. How a publication is written and how it reads will have a very strong bearing on its impact. The integrity of the scientific and factual content will also have an impact on the credibility of IUCN. It is imperative that publications be well researched and written. It is also vital to research and understand the target audience as this too will determine how it is written. Special attention should be paid to gender-inclusive language. This means speaking and writing in a way that does not discriminate against a particular sex, social gender or gender identity, and does not preserve gender stereotypes.

Below are some hints and tips to ensure that IUCN publications are produced to the highest quality.

Choosing the author

Writing is a skill. Although most of us can write, it requires considerable skill to communicate key message(s) and content in a manner that holds the reader's attention and – should it be one of the objectives of the written document – spurs the reader into action, influences the reader, etc.

In IUCN, publications are written by project/programme staff, by Commission members or by external consultants. **IUCN publications should be edited by a professional (substantive and copy) editor**.

If the publication is being written by a member of the Secretariat/Commission:

- Ensure that enough time is set aside for the project.
- Remember to factor in staff time when budgeting for the project.
- Use the publication concept note to stay focussed.
- Consult with other members of the team/team leader if necessary.
- Remember to contract a *professional* editor for the substantial editing process upon completion of the text.
- Remember that all IUCN publications must be peer reviewed. See further the section Peer review in these Guidelines.
- Remember that all IUCN publications must be copy-edited after modifications have been made following peer reviewing.

If the project/programme has the funds to employ an external consultant to write or edit a publication:

- Select a person with a sound knowledge of the subject and confirmed writing skills.
- Brief the consultant thoroughly about what you are hoping to achieve through the publication, the tone of the text, the audience, etc.
- Draw up detailed terms of reference for the writer, including deadlines.
- Contract a *professional* editor for the substantial editing and copy-editing process.

Furthermore, unless the authors of your publication are IUCN Secretariat staff or have already signed over intellectual property rights (i.e. if the author has signed the standard Consultancy Agreement), you need to make sure that any contributors to your publication sign a copyright licence agreement to allow IUCN to publish the material as copyright IUCN.

The licence agreement needs to be countersigned by the appropriate D-level Secretariat staff (who can then delegate to a lower grade staff if they wish).

Editors versus authors

When editors are listed (i.e. on the front cover and title page: 'Edited by: [names]', and in the citation with '(Eds.)'), it is common practice to also credit the authorship of the individual chapters. If there are specific chapter authors, then their names need to be added to each chapter (below the chapter title). If there are no specific chapter authors, then the term 'editors' (or 'Edited by') should not be used but instead list the names of these persons as "authors" of the entire manuscript.

Foreword from the Director General

When drafting a foreword from the Director General, either for an external publication or for any IUCN or joint publication, there are guidelines that should be followed.

The foreword should be a maximum of 500 words using the following structure and simple plain English (no acronyms, jargon or long programme/report titles):

- Paragraph 1: summarise the main issue and the role of the publication in addressing it, using impactful key facts/data as appropriate.
- Paragraph 2: explain how the publication reflects ongoing debate on the topic.
- Paragraph 3: highlight what new element the publication brings to that debate, including one example and/or piece of headline data from the report to highlight the key message.
- Paragraph 4: explain what outcome/impact the findings will help to achieve.

Please send the draft foreword to the Global Communication Unit **before** sending it to DGO: GOCC52@iucn.org.

Executive summary

Specific attention should be given to the executive summary (or abstract). The executive summary should not be written with only the target audience of the publication in mind, but should go beyond (e.g. media). An executive summary needs to be effective, informative, accessible, well written and must contain *clear* language (no jargon!). The key findings and key messages of a publication should be clearly presented, e.g. by using infographics or other graphic material, and *not* just a simple summary of each chapter. Ideally, an effective executive summary should be no longer than two (max three) pages.

It is highly recommended to ask the Communications Officer in your team/office to prepare this executive summary – or otherwise the professional substantive editor, who often has a good overall view of the content of the publication. They can help to make sure the executive summary will be concise and to the point and – above all – understandable for a *broad* audience. Media and others (like libraries) often use an executive summary as a starting point when they want to inform their audience about a new publication.

An executive summary should convince your audience to want to read further. So, make sure to include sufficient time in the production timeline to prepare this!

Once the Global Communication Unit has reviewed the draft foreword, you can send it to: Director.General@IUCN.org. Please note that the foreword should be sent four (4) weeks before delivery for an internal publication or six (6) weeks before for an external publication or where a joint signature is required.

When submitting your draft foreword to the Director General's office, please include the following background information in the body of your email:

- Deadline to receive validated text for layout
- Expected date for launch
- What is the key message of the report (in 25 words or less)?

Acknowledgements

Like the executive summary, the acknowledgements section is mandatory for IUCN publications. This is placed after the executive summary. In this section the author(s) can acknowledge the contribution of donors, experts/contributors participating organisations, project staff, peer reviewers (if they agree), service providers (e.g. substantive/copy editor, proofreader, designer), and others.

Note that if there are many contributors, it is also possible to create a separate Contributors section. This should come after the Acknowledgements section.

Reference list (or Bibliography)

An important part of IUCN publications is the reference list or bibliography. This is placed at the end of a publication. The term 'References' refers only to a list of texts, citations or publications that have been cited within a text. This list is placed either at the end of the individual chapters or sections that make up a publication, or in a consolidated section at the end of a publication. The term 'Bibliography' refers to works and texts cited as well as works that have been consulted and can also include other related texts of general interest (further reading).

The authors have to make sure that all references cited in the main content (in-text references) are included in the reference list or bibliography. This also includes references cited in footnotes and in captions of figures and other illustrative material. The style of the reference list must abide the IUCN style for references as explained in the IUCN Style Manual. See further the section Supporting matter in the Style Manual.

In addition, the reference list of an IUCN publication should include as many DOIs as possible, for cross-referencing (the Publications Officer will deposit the reference list through Crossref). This should be done while a manuscript is still in Microsoft Word format so that the DOIs can be included in the final layout. Crossref has a free online DOI query service (search tool) that allows you to do a bulk search for DOIs.

Citing brand names in IUCN publications

It is IUCN policy not to publicly endorse products or commercial entities in its work or to permit product placement, i.e. photographs of fieldworkers using particular vehicles, etc. Sometimes, however, in the context of a guidebook or a toolkit, it may be inevitable (e.g. in a description of the equipment needed for a particular process). In such cases, it is preferable to mention the piece of equipment by name rather than listing its specifications.

Co-authors

It is important that all authors agree on the final content of the publication once it is finalised and before it is sent out for peer reviewing. Once a manuscript has been revised following peer reviewing, all authors must agree on the revisions made.

Hints and tips for writing

When writing an IUCN publication:

- Make your writing style simple, clear and direct
- Make your piece look easy to read
- Put important information up front
- Make your writing interesting
- Keep the tone professional and avoid unnecessary jargon
- Use attractive, **short** titles. Sub-titles can be longer and more explanatory
- Include key findings and key message(s)
- Include only information necessary to get the message across
- Use examples, photographs, infographics, tables to reinforce your writing

Volume and substantive editing

All authors have to agree on the content before the final manuscript is submitted for peer reviewing. Before sending your manuscript to peer reviewers, make sure your manuscript has been edited. It is important to allow enough time for editing.

There are different levels of editing:

- Volume editing
- Substantive editing

Volume editing

If your publication is a collection of chapters or articles by different authors, one or many editors may be appointed to oversee the process. These are the "volume" editors. There can also be series editor(s). For example, *Tourism and visitor management in protected areas* (Leung et al., 2018), was edited and co-ordinated by Yu-Fai Leung, Anna Spenceley, Glen Hvenegaard and Ralf Buckley. It was no.27 in the *Best Practice Protected Area Guidelines Series*; the series editor was Craig Groves. When a publication has volume and/or series editors, their names should appear on the cover and title page of the publication.

The editor's role can include commissioning the articles and chapters and being responsible for the overall coordination of the volume. The editor may also decide that all the chapters or sections have to follow a similar, consistent writing style, so that the volume reads as if it were written by a single individual. It would then be the responsibility of the "volume" editor(s) to ensure this consistency, editing sections to ensure the uniformity of the content without changing the original intended meaning of the manuscript.

Any substantive or technical errors must be noted by the volume editor(s) separately and raised with the author(s). **All changes of substance must be approved by the author(s).** In the unlikely event that the volume editor(s) and author(s) cannot reach agreement, the author's chapter should be withdrawn from the volume. Once this stage has been completed, the manuscript is ready to go to the peer reviewers.

Substantive editing

Once the manuscript is completed, it needs to be edited by a professional editor before being peer reviewed. The substantive editor is responsible for this level of editing.

The role of the substantive editor includes:

- ✓ Checking to ensure that the publication reads well and is clear for the intended audience.
- ✓ Checking the accuracy and consistency of the content, raising questions with the author(s) and/or editor(s).
- ✓ Checking to ensure the manuscript is *complete* and includes:
  - line numbers (for ease of reference for the peer reviewers)
  - table of contents
  - foreword (if applicable),
  - executive summary/abstract
  - acknowledgements
  - tables, maps, illustrations (including figure numbering)

Any substantive or technical errors must be noted separately and raised with the author(s). **All changes of substance must be approved by the author(s).** Once this stage has been completed, the manuscript is ready to go to the peer reviewers.

The substantive editor's name should be included in the acknowledgements.

There is a list with contacts of professional editors available on the Union Portal. For further advice, contact the Publications Officer.

Sourcing and using illustrative material (including labelling)

All manner of illustrative material such as photographs, maps but also charts or infographics (data visualisation) can be used to enhance a text or publication. If they are used, they should be clearly sourced and labelled, and the numbering or labelling system used should be clear and consistent.

Always label all the boxes (Box), tables (Table), line drawings (Figure or Illustration (if there are no graphs)), graphs (Figure), maps (Map), etc. This includes illustrative material in the front and back matter as well.

All labels must be numbered. If there are very few graphic presentations, the numbering system used can be sequential. However, if there are many and different varieties, i.e. boxes, tables and photographs, it is sometimes clearer to number them according to the chapter headings.

For more detailed information about labelling and numbering, see the IUCN Style Manual, section Visual content/Illustrative material.

Royalty-free photographs or other illustrative material

You may want to include photographs, maps or other illustrative material in your publication. You will need to plan to either use royalty-free images or factor in the cost of image fees acquired through agencies. Regardless of whether you use royalty-free images or not, always remember to check and apply requirements for acknowledging the source and copyright of the image. You can begin researching and sourcing images as soon as the manuscript is ready.

The IUCN Photo Library is a central pool of over 5,000 quality royalty-free images for use by the IUCN Secretariat. It is maintained by the Knowledge Management and Library Team.

You may have a photo of your own you may want to use, or a colleague or photographer may offer a photo of their own to use royalty-free. You can try to find images under a Creative Commons license or that are in the public domain. You should verify and pay close attention to the license type to ensure you are not violating the license by using the image in your publication. You can try using the Creative Commons Search to find images and media you can share and use.

Photographs acquired through photo stock agencies

There are many photo stock agencies. We regularly use the following:

- Corbis (pro.corbis.com/)
- Lonely Planet Images (www.lonelyplanetimages.com)
- Natural History Photographic Agency (www.nhpa.co.uk)
- National Geographic (www.nationalgeographicstock.com/ngsimages/welcome.jsf)
- Reuters Picture Archive (www.pictures.reuters.com/)
- Getty Images (www.gettyimages.com
- Dreamstime (www.dreamstime.com)
- iStockphoto (www.istockphoto.com)

Some of these agencies provide photos to IUCN at a discounted fee (for example, Reuters and National Geographic). When contacting them for photo use it is always wise to stress that IUCN is a not-for-profit organisation, as many suppliers apply discounted rates for this category of organisation.

Seeking permission to reproduce illustrative material

If you have found illustrative material through a source other than an agency or a pool of royalty-free images, you will need to identify the copyright holder and seek permission from them in writing to use the material. When material is under joint copyright, it is necessary to seek permission from all copyright holders. The following information should be included in all requests:

- Details of the material (text, photograph, illustration) that you are seeking permission to use;
- Source of the information (book, monograph, magazine, journal, etc.);
- Complete citation, if known, including full title, author(s), date of publication, ISBN/DOI, page numbers, paragraph numbers;
- Intended use of the reproduced material, including format (and possibly future translation(s));
- In case of print: number of copies to be produced;
- Intended distribution of the material.

It is essential to request permission for multiple and future uses of the material for re-packaging in different media, including in print, digital, posting on the Internet, e-books, to provide to news media, etc.

Photos for publications

Requirements for photos:

- Photos need to be sharp and clear, not blurry or pixilated, as this cannot be corrected. All images submitted electronically need to have a minimum resolution of 300dpi.
- Cover photos should measure at least 6mm wider than the book cover they are to appear on at 300dpi to allow for bleed and trim (this enables the photo to print right to the edge of the cover).
- EPS and TIFF files are the preferred formats. If the photo is supplied as a JPEG, you should ensure that it is the original scan or digital photo. Each time a JPEG is saved it loses quality, whereas EPS and TIFF files do not.
- Never embed images in the manuscript that you are submitting to the typesetter. Images should be submitted (by email or otherwise) separately.
- Clearly indicate where each photo should be placed in the text. Include captions in the text with a clear indication that these are photo captions.

Artwork, illustrations and other graphic material

If you are including artwork, graphics, illustrations, line drawings, etc., wherever possible always provide originals. These elements should always be provided separately and never embedded in the manuscript that you submit to the designer. Indicate clearly on a separate document where in the manuscript the elements should be included.

Always include detailed captions and acknowledge the original source of each graph, illustration, etc., even if it has been adapted.

Maps

If you are including maps, always make sure of following up-to-date territorial designations/country boundaries on maps (and in relevant text in your publication), e.g. by cross-checking current UN documentation against any maps in your publication. Further, it is suggested that publication leads consults relevant IUCN Regional Offices in finalising regional maps in their publication.

Always included detailed descriptions and acknowledge the original source of each map, even if it has been adapted. Particular attention is needed when using or adapting maps from Google. See further the Google Geo Guidelines.

The map description (and source) is placed directly below the map.

Photo and artwork captions and credits/sources

Captions are a description of the photo and artwork being used. The description should be followed by the credit/source of the photo/artwork.

Always provide a credit/source for each photo or illustrative material (figure, illustration, table, map, etc.). If the illustrative material has been adapted, always include the original credit/source ánd clearly mention that it has been adapted.

However, citing the source/credit of an image or artwork is **not** a substitute for seeking permission for its use. See Seeking permission.

If the license of an image mentions that attribution is required, which is often the case for images with Creative Commons (CC) license, then necessary to provide copyright attribution in the image description, including mentioning the CC license, and a reference list entry. See also the IUCN Style Manual, section Examples of common citations/reference style.

The description of illustrative material (figure, map, graph) should be placed below the illustration, followed by the credit/source info. See examples below:

- For an artwork or graphic: “Figure 1. Current global extinction risk in different species groups. Source: IUCN (2020)”

- For a photo:

  “Mangrove forests © [name photographer/institute]”

Or

- *Lava*, by Denali national Park and Preserve, 2013, Flickr. CC BY 2.0.

- For a map: “Map 1. [Description]. Source: © xxxx

When sourcing a photo from the IUCN Photo Library, you should use the photo credit (and caption, if available) that is provided.

For page-large images or artwork: add the source/credit (and caption text) at the bottom left or right corner (in small, but clear font). For front/back cover images: include the photo credits (and captions) in the credits page. (Never on the front or back cover itself!)

When including **artwork from an existing publication that has been adapted** for your upcoming publication, add at the end of the caption: *Source: Modified after [author name(s)] (publishing year of original report)*. For example:

[Caption]. Source: Modified after Jones et al. (2020)

Or:

[Caption]. (Source: Modified after UNEP-WCMC and IUCN (2020))

- For a map: Map 1. [Caption]. (Source: original map © xxx. Adapted using xxxx)

When including **artwork or a table for which data was used from an existing publication**, add at the end of the caption: *Source: Compiled by the report authors using data from [author name(s)] (publishing year).* For example:

[Caption]. Source: Compiled by the report authors using data from Jones et al. (2020)

Or:

[Caption]. (Source: Compiled by the report authors using data from UNEP-WCMC and IUCN (2020))

When including a **map, artwork or table that was prepared by the authors**, add at the end of the caption: *Source: Compiled [or] Prepared by the report authors*.

For an infographic that was prepared by the designer of your publication, add: *Source: [name of designer] for IUCN.* If this type of artwork also includes specific data, e.g. numbers or a quote, add: *Source: [name of designer] for IUCN. Data from Jones (2019)*

Table headings and sources

Special attention for headings and sources of tables: the table heading is placed above the table, but the source of the table should be placed beneath the table (unlike for figures, where description and source are placed below the figure). For example:

Table 1. [Heading]
[table]
Source: Compiled by the report authors.

Or

Source data: IUCN (2020).

See for further information about style and layout of tables, the IUCN Style Manual, section Visual content/Illustrative material.

Peer review

Peer review is the mechanism used throughout the world's scientific communities to ensure the quality of published works. It is the process by which experts working in the same field review a publication for scientific integrity and accuracy.

The IUCN Editorial Board can support in the identification of potential peer reviewers; please contact the Publications Officer for more information.

Peer review is a necessity to ensure the scientific credibility and reliability of IUCN's vast array of authoritative books, monographs and other publications. The effective uptake of this information to guide policymakers and practitioners depends, among other things, on quality assurance:

- All publications that will be assigned an IUCN ISBN must be peer reviewed by a **minimum of two external experts.**
- **For edited volumes, one or both of the following approaches to peer review are required:**
  - **A minimum of two peer reviews per chapter** (these should be in addition to comments from editor(s), but can include peer reviews by authors of *other* chapters in the edited volume), **and/or**
  - **A minimum of two peer reviews of the overall volume** (these should be by experts who are not involved in the publication in any other way).
- IUCN calls for diversity (geographically and gender balance) and expertise in relevant disciplines in peer reviewer selection.
- IUCN encourages solicitation of reviewers from those IUCN Commission Specialist Groups, Thematic Groups, and other mechanisms which have expertise on the subject in question, as long as these have no conflicts of interest relative to the manuscript's authors and editors.
- Peer reviewers may be associated with IUCN or wholly outside of the Union, as long as they are experts on the subject and are not professionally (e.g. through reporting lines) or personally (e.g. family members) associated with the publication or its authors or editors.
- In addition, if the publication has endorsement from senior figures, e.g. from a government or ministry, it may be *inappropriate* to request peer reviewing from technical staff within that individual's institution.
- Those signing the final peer review tracking table, i.e. Centre Directors or Commission Chairs, as well as editors and authors (with the exception of authors of other chapters in edited volumes) are excluded as potential peer reviewer.
- It is recommended that all peer reviews should be double blind, i.e. the reviewers are anonymous to the authors, and the authors anonymous to the reviewers. The general consensus is that this increases fairness and reduces the risk of bias in peer review. Peer reviewers may choose to "sign" their reviews, i.e. make their identity known to the authors.
- The IUCN Editorial Board recommends offering peer reviewers a CHF 500 honorarium in gratitude. There is no reason why peer reviewers should be unpaid, and it is well-documented that payments encourage participation in peer review (Mulligen et al., 2013 *J Amer Soc Inf Sci Tech*).
- All peer review comments and author responses must be reflected in the tracking table. This includes, for example, cases where manuscripts have undergone public consultation or cases where different peer reviewers have reviewed each chapter in an edited volume. The reason why a completed peer review tracking table is required (by comparison to marked-up manuscripts) is that it is essential for the Editorial

Board to be able to review concisely, point-by-point, how the authors have addressed each peer review comment.

Responsibility for coordination of peer review

Once peer reviewers have been identified, coordination of the peer review process is the full responsibility of the project/publication lead in the Centre/Regional Office/Commission in question, under the guidance and authority of the Centre or Regional Director/Commission Chair concerned. This includes receiving and sharing review comments with authors, author revisions, and soliciting re-review (if the situation requires, e.g. when requested by the Editorial Board) from the peer reviewers.

Peer review of the manuscript

Upon completion, the final and complete (i.e. including front and back matter) draft manuscript (with page numbers and line numbers enabled in the document for ease of commenting) should be peer reviewed by a minimum of two (or more) peer reviewers. A sample solicitation letter can be found here.

The publication lead should send the following to the peer reviewer:

- The complete and edited (substantive) manuscript
- Clear instructions for the peer reviewers on what is required; **reviewing should focus on the content**, and not on grammar and typos (copy-editing)
    - Reviewers have to provide detailed explanation in their responses to the **general** questions in the tracking table (and not just 'yes' or 'no');
    - Reviewers have to provide substantial (and not editorial) comments.
- A template of the IUCN peer review tracking table. Always make sure to use the latest version of the template!
- Specific deadline for receipt of the completed tracking table

Peer review should encompass the main text of manuscripts, including the executive summary/abstract, as well as the references, annexes, and supplementary materials. **Peer reviewers should insert their comments in the IUCN peer review tracking table** and include references to the chapter, paragraph, and line number in question. Peer reviewers also have to include their name and affiliation and state if there has been any conflict of interest. Anonymous reviews are not acceptable for the documentation of the peer review process, as the Editorial Board needs to be able to confirm that the reviewer is appropriate and has no potential conflict of interest. In addition, peer reviewers have to give permission to IUCN to retain all data (incl. their name and affiliation) in the peer review tracking table to ensure compliance with the General Data Protection Regulation. Permission is given by ticking the box in the tracking table. IUCN retains completed peer review tracking tables as a permanent record associated with final publications (with access to this record restricted to the IUCN Publications staff only).

Completion of peer review tracking table

Once peer reviewers have entered their comments on the peer review tracking table and sent it back to the project lead, the author(s) have to add a point-by-point explanation of how **each** reviewer comment has been addressed and revise the manuscript accordingly. Responses such as "see previous response" are not accepted. Authors also need to explain

clearly in case no modifications were made. A simple ‘no’ won’t do, nor are “no time” or “limitations in capacity” acceptable reasons to reject peer review comments; tracking tables with such author responses will be rejected by the Editorial Board In case more than one author is involved, all co-authors should agree on the responses made to peer reviewers’ comments and the revisions made to the manuscript. The revised manuscript should be sent to a copy editor.

Each tracking table of each peer reviewer should be merged into one final document. The Editorial Board only accepts one complete and signed (by the Centre or Regional Director/Commission Chair) tracking table. The affiliation and email addresses of **all** authors and/or editors should be included in the peer review tracking table. The Team Head should review and approve the final and completed tracking table before this is sent to the Centre or Regional Director/Commission Chair. The Centre or Regional Director/Commission Chair concerned should sign the completed tracking table. Approval (sign-off) by the Commission Chair authorises the use of the Commission logo in the publication.

Additional considerations:

- The names of the peer reviewers do not appear on the cover of the publication or on the title page. If they have chosen to make their identity publicly known, they should be included in the acknowledgements (rather than in the credits page). Otherwise, the acknowledgements should thank “anonymous peer reviewers”.
- All peer review tracking tables, documenting peer reviewer comments and how they have been addressed, are added to the publication record in the Library Portal but are not visible to the public. These provide the Union with a permanent record of peer review in case of any subsequent challenge to the authoritativeness of the publication.

Checklist for stages in peer review:

Phase	Responsible	When	Done
Identify and contact potential peer reviewers. A minimum of 2 external experts needed. *See template for peer review solicitation letter/email*	Publication lead	During writing	☐
Send final and complete – including front matter (title page, exec summary, etc.) and back matter (bibl./ref.list, annexes) – manuscript to chosen peer reviewers, requesting them to complete the peer review tracking table	Publication lead	Upon completion	☐
Add in tracking table point-by-point explanation of how each reviewer comment has been addressed, revise the manuscript and send it to a copy editor. Merge the tracking tables of all reviewers into one document, add email addresses of **all** authors/editors. Check if name and affiliation of each reviewer has been included, and if they have given permission to IUCN to retain their data (by ticking box in tracking table). Return it to publication lead. *Please make sure all authors have agreed with all revisions made!*	Lead author(s)/editor(s)	After peer review	☐
Approve final, completed, tracking table before it is sent for signing to the Centre or Regional Director/Commission Chair	Team Head	Upon completion	☐
Sign tracking table, acknowledging that peer reviewer comments have been taken on board	Centre or Regional Director/Commission Chair concerned	After approval Team Head	☐

After completion of peer review, the revised manuscript should be sent to a copy editor.

Copy-editing

Once your complete (incl. front and back matter!) manuscript has been peer-reviewed and revised following the reviewers' comments, it will need to be copy-edited.

The role of the copy editor is to check the post-peer review manuscript for the following:
- Titles, headings, sub-headings (all lower case, except for the first word)
- Table of contents against actual chapter/section headings
- Consistency of style
- Spelling
- Inconsistencies within the text
- Accuracy of captions against pictures and photographs, and graphics
- Inclusion of all front and back matter
- Check compliance of the reference list with IUCN's reference style (see IUCN Style Manual) and make sure that all in-text references are included in the reference list and are complete.
- Run final check on spellings (incl. abbreviations) and punctuation
- Mark all changes in the manuscript using 'track and change'
- Return manuscript to the publications lead for incorporation of final corrections

There is a list with contact details of professional copy editors, maintained by the Publications Officer, available on the Union Portal. Make sure to share the IUCN Style Manual with the copy editor beforehand.

Manuscript review by the Publications Committee

In the case of publications with Secretariat (co-)authors or (co-)editors, the publication lead should send the final peer-reviewed and copy-edited manuscript to the Publications Committee Coordinator for transmission to the Publications Committee for a Decision Review. Manuscript Decision Review is normally done electronically, though the Committee may decide to hold a Decision Review Meeting for a full review of the final draft publication (most likely in the case of major publications or those for which the Committee had recommended major shifts). The final decision on whether or not a full Decision Review Meeting is required rests with the Chief Scientist, Chief Economist and the DG.

The Publications Committee members will review the manuscript and decide:
- Clearance of the manuscript: the manuscript is cleared for consideration of its peer review tracking table by the Editorial Board.
- "Revise and resubmit": Publications Committee members can request changes or strengthening of the manuscript prior to publication.
- "No clearance": manuscript is rejected.

Decision-making will strive for consensus; if this cannot be reached, the decision of the Co-Chairs of the Publications Committee will be final.

Clearance by the Editorial Board

You will need to send the completed and signed peer review tracking table (and the complete post-peer review and copyedited manuscript, for background information) to the Publications Officer for transmission to the Editorial Board for their consideration and sign-off. In the case of publications with IUCN Secretariat (co-)authors, this should be done after the Publications Committee has cleared the manuscript.

The IUCN Editorial Board fulfils two roles:

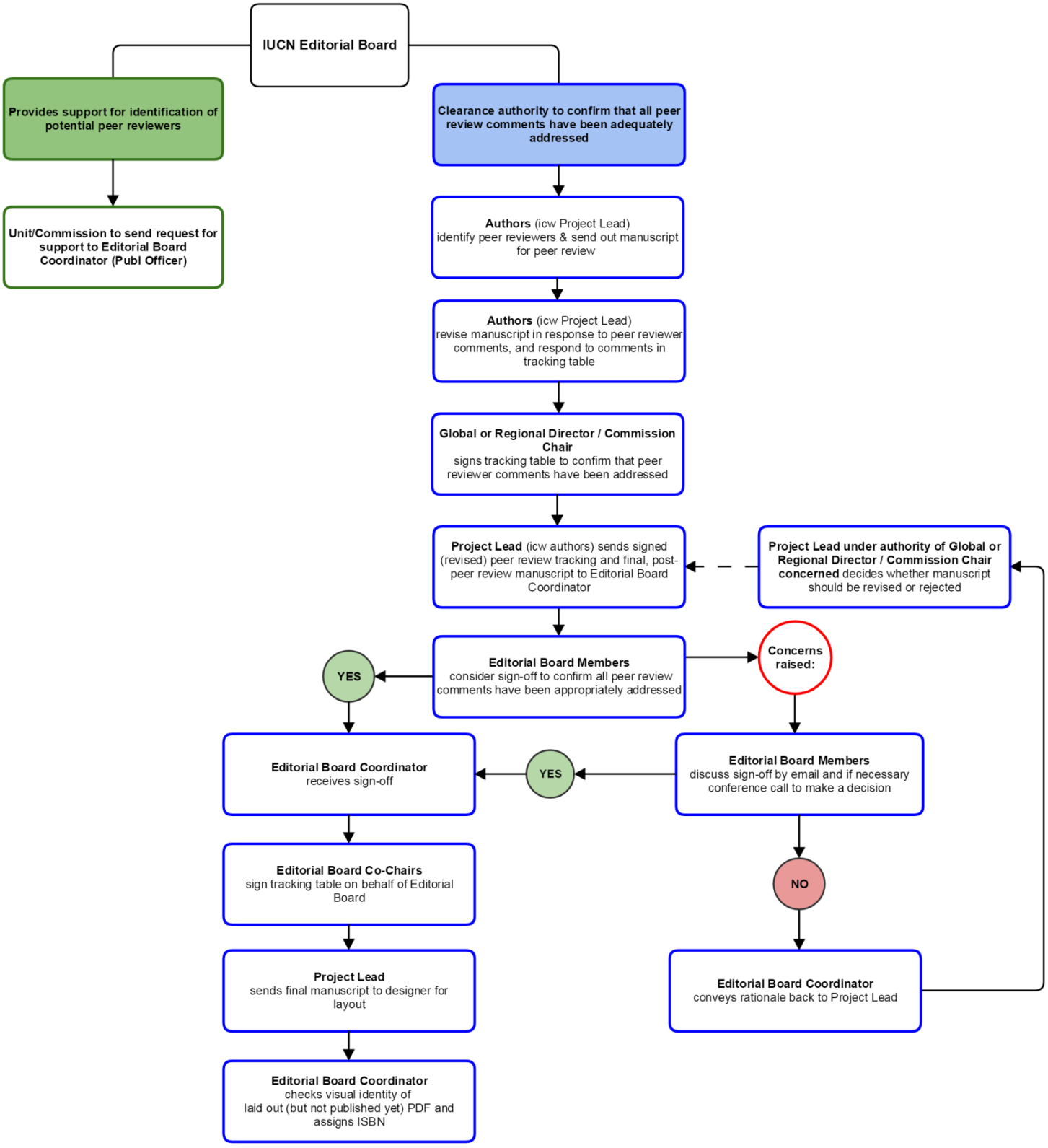
i. supporting the identification of potential peer reviewers for those IUCN units, offices or Commissions who may find it challenging to identify suitable, independent peer reviewers, and
ii. serving as a light IUCN-wide clearance authority to confirm that all peer review comments have been adequately addressed, complementing the signoff by the Centre or Regional Director/the Commission Chair concerned. Ultimate responsibility for a publication remains with the Centre or Regional Director/Commission Chair.

More information about the Editorial Board can be found on the Union Portal and on the IUCN website.

The clearance process:

- The Editorial Board members will read the peer review comments and author responses. If they consider the author responses to the peer review comments sufficiently robust to allow publication, they will confirm this to the Editorial Board Coordinator and give their sign-off.
- Upon receipt of confirmation from a quorum of Editorial Board members (8 out of 11), the Editorial Board Co-Chairs will sign off on the tracking table on behalf of the Editorial Board. The Coordinator will send the countersigned tracking table to all authors involved in the publication as well as to the project lead in the Unit/Regional Office/Commission concerned.
- Alternatively, if the Editorial Board raises any concerns that peer review comments have not been addressed in a sufficiently robust way to allow publication, the Editorial Board Co-Chairs (through the Coordinator) will provide this rationale back to the project lead to decide whether the manuscript should be re-revised (including revising the author responses in the tracking table) or whether it should be rejected.
- If the Editorial Board raises concerns about the quality of peer reviewing, it may request the authors to have the manuscript re-reviewed by other peer reviewers and re-submit the revised peer review tracking table and manuscript. Any revisions requested by the Editorial Board have to be clearly documented in the revised tracking table, e.g. by using a different colour text or similar.

After the Editorial Board has given final sign-off for a publication, you are ready to move on to the production (design and layout) phase.


IUCN Editorial Board
Provides support for identification of potential peer reviewers
Unit/Commission to send request for support to Editorial Board Coordinator (Publ Officer)
Clearance authority to confirm that all peer review comments have been adequately addressed
Authors (icw Project Lead) identify peer reviewers & send out manuscript for peer review
Authors (icw Project Lead) revise manuscript in response to peer reviewer comments, and respond to comments in tracking table
Global or Regional Director / Commission Chair signs tracking table to confirm that peer reviewer comments have been addressed
Project Lead (icw authors) sends signed (revised) peer review tracking and final, post-peer review manuscript to Editorial Board Coordinator
Project Lead under authority of Global or Regional Director / Commission Chair concerned decides whether manuscript should be revised or rejected
Editorial Board Members consider sign-off to confirm all peer review comments have been appropriately addressed
YES
Concerns raised:
Editorial Board Coordinator receives sign-off
YES
Editorial Board Members discuss sign-off by email and if necessary conference call to make a decision
Editorial Board Co-Chairs sign tracking table on behalf of Editorial Board
NO
Project Lead sends final manuscript to designer for layout
Editorial Board Coordinator conveys rationale back to Project Lead
Editorial Board Coordinator checks visual identity of laid out (but not published yet) PDF and assigns ISBN

Production

Once your manuscript has been
- ✓ written
- ✓ substantively edited
- ✓ peer reviewed and copy-edited
- ✓ approved by the Publications Committee and its peer review tracking table signed off by the Editorial Board …

… please make sure to have **all authors agree** on the final manuscript.

Substantive changes made to a manuscript after it has been submitted to the designer are known as “author’s changes”. These should be kept to a minimum to avoid additional costs and/or delay in delivery of the final publication. For this reason, you will want to make sure your manuscript is copy-edited and finalised prior to moving on to design and layout.

Now your publication is ready to go into production!

Production consists of:
- design
- layout
- proofreading

If you are publishing with another organisation(s) or a commercial publisher, make a provision for possible changes when you negotiate the agreement. Note that some commercial publishers may offset the cost of author’s changes against possible royalty payments.

To make sure that the conditions are acceptable, it is recommended to send a copy of the contract to the Publications Officer (and or IUCN Office of the Legal Adviser (OLA) to have the details checked.

For the planning of the production of your publication, it is important to:
- Ensure that writing, substantive editing, content, etc. are completed *before* starting production. Making substantive corrections after the production process has begun is both costly and time-consuming and can delay production.
- Ensure that all copyright permission, permission to use illustrations, photographs, credits, acknowledgements, etc., including for electronic publishing, have been obtained prior to going into production.
- Ensure that all contractual obligations, donor requirements, etc. have been fulfilled.

Designing your publication

The design of a publication is very important. How your publication is presented and packaged can make the difference between it being read or left on the shelf.

Keep your design simple; a very simple publication with few features can be very effective.

The overall (cover) design and layout of your publication will be determined by the IUCN visual identity, which is described in the IUCN Brand Book and sample templates. The following is covered:

- use and placement of logos
- colour palette and typography
- cover design
- layout, including margins, font (**for IUCN publications: Helvetica Neue (Light)**) and font size >> If the designer does not have this type of font, contact the Publications Officer!
- headings and spacing

There are different possibilities for design. You may seek a creative designer who will provide a design concept and then do the layout. Alternatively, you may already have a design template and simply require layout services. You should be clear about this before you approach a designer.

If you use the services of an external designer to produce your publication, you will need to provide them with a copy of the IUCN Brand Book and appropriate templates (including InDesign files) before they start with their work (also available on the IUCN website). If possible, recent copies of similar publications should be available to use as an example. For series: use the most recently published volume, or template if available (check with the Publications Officer!)

When you are negotiating a contract with a designer, please pay special attention to the number of author's correction rounds. Note that some designers may propose very few correction rounds (two or three). Sending additional corrections after that can cost you a lot of money.

To make sure that the conditions of the contract are compatible and acceptable, it is recommended to send a copy of the contract to the Publications Officer to have the details checked.

The following is a checklist of the type of information you should already know when you go into the design phase. This information should be included in your request for an estimate as background information for the designer:

- Format, i.e. A4, pocket book size, etc.
- Medium, i.e.: paper, PDF and/or other type of electronic format (e.g. ePUB)
- Approximate length of the publication
- Type of artwork to be included in the publication, e.g. no. of photographs, illustrations or other graphic elements

If you are seeking an estimate for design and layout, you should ask for the following:

- Cost of providing a design concept, including the cover
- Cost of making changes to the concept
- Cost of design and layout per page
- Cost of layout without design
- Cost of author's corrections
- Cost of artwork treatment
- Cost of preparing digital and print versions

If you already have a design template and are seeking an estimate for layout only, you will need to request the cost of the following:

- Layout per page, including the cover
- Artwork treatment
- Author's corrections

Spine

The existence of a spine depends on the number and thickness of pages. The spine of all IUCN publications should contain the title of the publication as well as the IUCN logo (or the 'IUCN' acronym, depending on the width of the spine). The title on the spine should be written to conform book industry standards:

- For publications in English: the text has to run from top to bottom, with the IUCN logo vertical ('IUCN' in the same direction as the title). This means that when the book is placed on a table with the front cover upwards, the title is correctly oriented left-to-right on the spine.
- For publications in French and Spanish: the text has to run from bottom to top, with the IUCN logo vertical ('IUCN' in the same reading direction as the title). This means that when the book is placed vertically on the shelf, the title can be read by tilting the head to the left.

To include the title of the book on the spine your designer will need to know the spine width of the finished book in order to design the cover. The spine width will depend on:

- the number of pages
- the thickness of the paper being used to print the book
- the thickness of the paper being used for the cover.

Please see further the IUCN Brand book for guidelines on the design of a spine.

Publishing as part of a series

If a publication is being produced as part of an existing series, the design and layout will need to be adapted as much as possible to IUCN's visual identity. For assistance in the adaptation process, contact the Publications Officer.

If a new series is being designed, the design and layout should be governed by IUCN's visual identity. When designing a new series, always ensure that the design is sustainable and that future publications in the same series can be published to the same visual standards.

Layout of your publication

When preparing a final manuscript for layout, include as little formatting as possible. Include only:

- bold text
- underlining
- italics
- levels of heading (all headings to be in lower case, except for the first word of the heading)

Please remove all hyperlinks like e-mail addresses and URLs in the Word document by right clicking on the URL/e-mail address. In the menu select “hyperlink” – remove hyperlink. This will change it to “ordinary” text which will then import into the DTP software. If this is not done a blank space may appear when the text is imported. Once imported, a designer can add hyperlinks back in without the underlining.

Remove all other formatting features, including:

- leading
- kerning
- double spacing, especially after full stops

Submit all non-text items in separate electronic files. They should NOT be supplied in Word format. Non-text items include:

- digital photographs
- illustrations
- graphs

Clearly indicate in the text file where in the document each of the above should be placed. If necessary, include a short list of instructions for the typesetter in a separate file.

Make-up of a publication

To give all IUCN books a common visual identity and ensure the highest standards of publishing, the below items must figure in all IUCN publications. **All required items are in bold** and should appear in the order shown below.

Item	Page number (if relevant)
COVER:	
Front cover	Not counted in the page numbering (**not** considered part of the front matter)
Front inside cover	Not counted in the page numbering (**not** considered part of the front matter) May contain the [optional] IUCN boilerplate (“About”), as well as that of a Commission/partner organisation (if applicable)
Spine	
Back inside cover	Blank page, no page numbering (not counted) nor header/footer
Back cover	Not counted in the page numbering (**not** considered part of the back matter)

FRONT MATTER:	
Half-title page	Roman page number, not visible
Frontispiece	Roman page number, not visible)
Title page	Roman page number, not visible
Credits page	Roman page number, not visible
Table of contents	Roman page number
List(s) with boxes, tables, figures, maps, illustrations	Roman page number
Foreword/Preface	Roman page number
Executive summary/Abstract	Roman page number
Acknowledgements	Roman page number
Acronyms and/or abbreviations	Roman page number
Contributors or Author contribution	Roman page number
Glossary of definitions	Roman page number
MAIN CONTENT:	
Introduction and or Chapter 1	Arabic page numbers
Chapters 2, 3, etc.	Arabic page numbers
BACK MATTER:	
Reference list(s)* or Bibliography ** for edited volumes (with chapter authors), it is possible to add a reference list at the end of each chapter*	Arabic page numbers
Annexes/appendices	Arabic page numbers

Please also note the use of Roman versus Arabic page numbering, and recto (right) for odd page numbers and verso (left) for even page numbers. See further Page numbering of a publication.

Explanation of each element in the above table:

- *Front cover*. This must include the title of the work, the author(s) or volume editor(s) and/or series editor, a cover image, further information such as series name and number, the IUCN logo and other partner logos (where appropriate). The front cover has to abide the IUCN visual guidelines.
- *Front inside cover*. The inside cover page can either stay blank or can contain the IUCN boilerplate text. The IUCN boilerplate (or "About IUCN" text) gives short information about IUCN and is available in English, French and Spanish. Additional "About" text can be added for a Commission(s), Specialist Group(s) and/or partner organisation(s) (if applicable).
- *Spine*. If the thickness of the publication allows, and only in case of printing, a spine should be designed. The spine of all IUCN publications should contain the title of the publication as well as the IUCN logo (or the 'IUCN' acronym, depending on the width of the spine).
- *Back inside cover*. This inside cover should stay blank and should never contain text or a page number. This page is standard for both digital and publications.
- *Back cover*. The back cover should contain the IUCN logo along with the name of the programme or Regional and Country Office responsible for the publication and the address from which the publication is available. A photo may also be included, following the visual guidelines of IUCN.
- *Half-title page*. This is the first right-hand page (recto) of a book. It should contain the title, sub-title if applicable, and any additional logos not included on the front cover.
- *Frontispiece*. This is the verso of the first page. It is left blank.
- *Title page*. This is the second right-hand page of a publication. This should contain the title, the sub-title if applicable, the author/editor names, and possibly the series

title and number. The information on this page should exactly replicate the information on the front cover. However, no logos on the title page.

- *Credits page*. This is the verso of the title page. IUCN uses a standard credits page that is available in the three IUCN statutory languages and is updated regularly. It contains the name of the publisher, copyright information, ISBN, DOI and IUCN disclaimers, among others.
- *Table of contents*. This is the first page of the front matter that gets a visible Roman page number. All subsequent pages must also be Roman numbered. The Table of contents has to contain all elements. **For digital publications, the table of contents has to include hyperlinks to each specific chapter or section**.
- *Lists with boxes, tables, figures, maps, illustrations*. This is an optional inclusion and should be numbered sequentially using Roman numerals.
- *Foreword*. These are usually introductory comments written by someone other than the authors. It comes directly after the Table of contents and should be Roman numbered accordingly. If the Foreword is to come from the DG, please contact DGO well in advance of the publishing deadline – see further the section "Foreword from the Director General" in these Publishing Guidelines.
- *Preface*. These are introductory comments usually written by the author. The page(s) should be Roman numbered sequentially and should come directly after the Foreword.
- *Executive summary/Abstract*. This should include the key messages of the publication and give a short reflection of the most important elements of the publication – see further the section "Executive summary" in these Publishing Guidelines. The page(s) should be Roman numbered.
- *Acknowledgements*. This is the "thank you" page where the author can acknowledge the contribution of donors, experts (contributors) participating organisations, project staff, peer reviewers (if they agree), service providers (e.g. substantive/copy editor, proofreader, designer), etc. It should be numbered using Roman numerals and follow on sequentially from the Executive summary/Abstract.
- *Contributors or Authors contribution*. If there are many contributors to thank, it is recommendable to create a separate Contributor's section. Here affiliation can also be included. Or, if there are many authors, it is possible to create a separate section where besides the names of the authors, and possibly their affiliation, it is possible to specify e.g. to which chapters they contributed, etc. Contributors' or Authors information (incl. affiliation) should *not* be included in the credits page.
- *Acronyms and/or abbreviations*. If included, it should be numbered sequentially with Roman numbers.
- *Glossary of definitions*. If included, it should be numbered sequentially with Roman numbers.
- *Reference list(s) or Bibliography*. When preparing such list(s), please follow the IUCN Style Manual to comply with the IUCN reference style. See further the section "Reference list or Bibliography" in these Guidelines.
- *Annexes/appendices*. When including several annexes, these should be numbered sequentially, preferably with letters (e.g. Annex A, B, etc.) in order to make a clear distinction between these annexes and numbered chapters.

Page numbering of a publication

The front matter, sometimes called the preliminary matter, is everything starting after the inside front cover page until (not including) the first page of the main content. To know what is included in the front matter, see the section "Make-up of a publication" in these Guidelines.

For IUCN publications, we use different page numbering for the front matter and the main content. The front matter is numbered using Roman numerals. The main content, i.e. as of the Introduction (if included) or Chapter 1, gets Arabic page numbering. See further the table in the section "Make-up of a publication".

The recto (right) page should be odd-numbered, because the first page of a left-to-right book is on the right-hand side of the page. Chapters should also begin on the recto page. The verso side of the page (left) should be even-numbered.

The introduction or first chapter of the publication always starts on the recto (right-hand page) and is page 1. New chapters start on the right-hand or recto side. Blank pages in between chapters/sections are counted but do not contain visible page numbers nor running headers or footers.

The title page and credits page are counted but do not contain a visible page number (Roman numeral).

Never include page numbers on the inside front cover page or the inside back cover page, as these are not considered part of the main content and thus are not counted.

Proofreading

Once your publication has been designed and laid out but *before* the final files are prepared for uploading to the IUCN Library Database and (possibly) printing, it will need to be proofread. This is the task of a proofreader.

The role of the proofreader is to check the PDF provided by the designer for the following:

- Consistency of design and design elements, including:
  - Running headers and footers
  - Titles, headings, sub-headings (all lower case, except for the first word)
  - Formats
- Table of contents against actual chapter/section headings and page numbers
- Use of Roman page numbering (front matter) versus normal page numbering
- Consistency of style
- Caption text
- Check layout (margins, typeface) against the IUCN visual identity
- Check compliance of the in-text citations and reference list with IUCN's reference style (see IUCN Style Manual)
- Run final check on spellings (incl. abbreviations), punctuation, etc. to ensure that nothing has been lost in the typesetting conversion process (e.g. check especially L, 1, I, O and nought, all of which can sometimes convert erroneously)

The proofreader should mark all changes in the proofs using mark-up signs and return the proofread PDF with these mark-up signs/sticky notes to the publication lead (who shares it with the designer) for incorporation of final corrections.

Proofreading often takes place more than once, as a proofreader has to check if all corrections and modifications have been made in the PDF.

There is a list with contacts of professional proofreaders available on the Union Portal. The Publications Officer maintains this list. Make sure to share the IUCN Style Manual with the proofreader beforehand.

Next steps

After proofreading but before being published, the clean, complete, proof (PDF) should be sent to the Publications Officer to check if it abides with IUCN's visual identity and style. **It is nevertheless the responsibility of the team/office/Commission producing the publication to ensure that the publication conforms to these standards.**

Once the Publications Officer clears the PDF, the Publications Officer will assign an ISBN and DOI. The publication will then be ready for you to send to the designer for preparation of the final files for publication and (possibly) print.

Reminder: always ask the designer for

- a low-resolution PDF ('web version') with single page view for uploading to the IUCN Library database
- a high-resolution PDF
- the InDesign files
- the print files, if applicable

Printing

All publications should be produced electronically as PDF files. The designer or desktop publisher will be able to convert the files to PDF. If you have allotted funds for it in your budget, now you can move on to the next phase of production: printing.

Printing methods

There are a number of different printing methods on offer today, including:

- Offset – used by commercial printers for large print-runs > 500 copies
- Digital printing – commercial printing for small print jobs < 500 copies
- Print-on-Demand

Offset printing by a commercial printer

This is the “traditional” form of printing used by commercial printers for anything from 100 copies to 100,000! Offset printing includes both rotary printing (used for newspapers) and sheet-feed printing (i.e. individual pages printed flat on a press).

Always check with your printer what format and what technical specifications are needed for printing. Ensure that the designer/desktop publisher includes all the relevant technical details and files for the printer. It is wise if the designer/desktop publisher provides the printer with a hard copy for reference purposes.

Digital printing

In the event of short deadlines or small print-runs, you can use digital printing. Electronic files are sent as normal to a printer. The process differs from normal offset printing in that books are produced individually rather than as multiple sheets that require assembly and binding. The advantages of this are that very small print-runs can be produced. This is extremely useful for advance review copies

Advances in technology mean that the quality of digital printing is now very high both for black and white and colour.

Print-on-Demand (PoD)

Print-on-Demand enables publishers, and therefore authors, to print one book at a time, literally “on demand”. The book, including the cover, must be set up as a digital file with the specific technical details that will allow the print-on-demand machine to produce it. For more information regarding the technical specifications, contact the printer.

Printing costs

The costs of printing can vary widely, depending on a variety of factors such as print-run, type of printing, black-and-white or colour, country of printing. Always obtain at least two estimates for any print job before making a final decision. Remember also that choosing the

least expensive printer is not always the most cost-effective option. Sometimes it is worth paying slightly more for the services of a reliable printer.

The print-run is determined by a number of factors, some of them financial, some of them practical. Some of the considerations when deciding how many copies to print:

- Who is the target audience for the publication?
- Will this publication be distributed at a conference or meeting?
- How large is your mailing list?
- How else will this be distributed, e.g. for distribution/sale through Island Press, copyright and exchange libraries?
- What is the available budget?
- What is the expected shelf life?

Requesting a print estimate

When seeking an estimate for printing, you will need to provide the printer with the following information:

- Size of the publication, i.e. A4, pocket book size, etc.
- Binding, e.g. hardback or soft back
- Approximate length of the publication, i.e. the number of pages (content xx + cover pages 4 (incl. inside)
- Number of colours
- Type and weight of paper (differently for the inside and the covers!)
- Size of the print-run (number of copies)
- Delivery date and location (in bulk to one location, or to different locations)

In addition to asking the printer to quote for the cost of producing your publication, you will need to ask the printer to quote for the cost of the run-on. This is the number of copies over and above the number you are requesting, i.e. if you are asking for the price for a print-run of 5,000 copies, always ask for the cost of the extra 1,000, or if you will print 500 copies ask for the cost of a 100 extra copies. This will enable you to calculate whether you can afford to print some additional copies.

It is extremely difficult for the printer to print an exact number of copies of a publication. We recommend that you negotiate at the outset that you will not be charged for any extra copies. You must also confirm that you will not accept any fewer copies than requested.

Choice of binding

The type of binding used for a printed publication will depend on the number of pages. There are a variety of bindings available for a book. These include:

- Perfect binding
- Saddle stitching or stapling
- Hard-cover binding

In *perfect binding*, the printed pages are stacked and adhesive is applied to the spine of the book. The cover is then glued and folded around the spine and the other three sides are trimmed down to size. This type of binding is ideal for soft cover books with a spine width of 5mm or more. It tends to be the least expensive form of binding and it is possible to include the title and IUCN logo on the spine of the book.

In *saddle stitching or stapling*, the pages are folded over and then stapled in the spine. This form of binding is ideal for very thin publications.

Hard-cover binding is the most expensive form of binding and involves producing a book in a hard-back cover. Binding methods include gluing or stitching (a book is printed as a series of 16-page booklets which are then stitched together and a cover is placed over them). This is suitable for “coffee table” books for example. Hard cover books are more expensive to produce and mailing and distribution costs tend to be higher. Covers can be paper or cloth and include a dust jacket.

Additional considerations:

- For large, important or complicated jobs, it is always advisable to supervise the initial print-run at the printer. In this way, if there are any problems, e.g. poor colour, they can be sorted out immediately rather than once the final print-run has been completed. For this reason, you may want to select a printer who is close by.

- Provide the printer with the final files – remember to make sure that all the technical specifications, fonts, colour separations, etc. have been included by the designer.

- If there is a lot of colour in the publication or many photographs, it is advisable to request a high-resolution print-out which will show the true colours once printed.

- Once you have checked the proofs for any last-minute corrections, and signed off on them, the printer can run the final print-run.

- If the printer is responsible for providing the final electronic files, always ask for:
    - a high-resolution PDF to be used for printing on demand
    - a low-resolution PDF for use on the Internet and for uploading to the IUCN Library database

Electronic publishing

Publishing PDFs

All printed publications should be produced electronically as PDF files. The designer or desktop publisher will be able to convert the files to PDF.

PDF files should be processed as screen ready. With books or journals containing many colour photographs, the PDF files can be quite large. The designer or desktop publisher should create a low-resolution PDF, no larger than 8 MB if possible, enabling the files to load more quickly.

Photographs used on a website should be between 72–100 dpi. You may need to reduce the dpi of the original photographs (usually 300 dpi) for publication on the website.

The publication should be “locked” so it cannot be changed or altered in any way.

A high-resolution and a low-resolution PDF, as well as the original design files, of all IUCN publications must be forwarded to the IUCN Headquarters Library for deposit in the Library database.

Publishing e-books

Traditionally, IUCN has not published e-books. The e-PUB format is the most widely supported e-book format, though many others exist.

How to get your publication to your audience?

Your publication project is not over after it has been released, or even printed! You will still want to make sure that it reaches your target audiences and is having an impact. These efforts can take just as much time and energy as actually producing the publication and should not be overlooked!

Marketing

You have many options for further marketing your publication. These include:

- Social media
- News story
- Press release
- Promotional events
- Launch event
- Seeking book reviews in influential journals and magazines
- Email newsletters
- Direct mailings (e.g. targeted emails)

Collaborations can be vital to promoting your publication. Consider collaborating between offices, the Global Communications Unit, Commissions, and more.

Promotional events can take place before a publication's official release and can be a great way to generate buzz about or simply announce your upcoming publication. One may consider producing a "teaser" for promotional events, but it is important to not reveal too much (i.e. major findings) prior to launch. Examples of "teasers" include a promotional postcard with a few teaser lines and/or an infographic, or a paper copy of a single chapter (clearly add a watermark "draft" on all pages). NEVER share the complete draft publication online **before** the actual release. A book launch refers to an event planned for the day of a publication's release. Do not use the term "launch" to refer to promotional events that occur prior to the release of the final publication, as it will cause confusion amongst your readers and the media.

Digital release

To generate the official access point, once your publication has been finalised and approved, you will want to send the electronic files to the Publications Officer so that it can be catalogued in the Library Portal for official release. Please inform the Publications Officer in advance of any embargo or launch event.

Electronic dissemination and promotion

Once catalogued in the Library Portal, your publication should appear on the IUCN Website under Publications as well as under the Latest Publications section of your own unit. If the publication is not appearing as expected, please contact the Library and Publications Manager. Please keep in mind that the website is typically "synced" with the Library Portal three times a week, on Monday, Wednesday, and Friday mornings. For emergency syncing at other times, for example due to a launch event, please contact the Webmaster.

New publications will be promoted to all IUCN Secretariat staff via the biweekly New Library Acquisitions Newsletter. Publications with an IUCN ISBN will also be promoted via the monthly Off the Shelf newsletter to the over 9,000 contacts who have signed up to be informed of new IUCN publications.

If your publication has been assigned a DOI, you should use the DOI as the stable and persistent identifier to your publication in all of your promotions. This ensures that people are always directed to the correct version of the publication, regardless of actual location on the web, and ensures that we accurately capture the number of downloads and online attention.

Distribution and shipping of hard copies

If you have chosen to print your publication, you should have devised a plan for how to distribute hard copies of your publication to those you identified as being your target audience, and integrated these costs into your budget.

Publication stock will need to be managed and distributed by each Programme. Distribution options include:

- Sending free copies to a targeted mailing list
- Taking copies to conferences and events for distribution
- Shipping copies to IUCN regional and country offices for local distribution
- Donating copies to libraries worldwide to ensure print copies are accessible to the entire population, regardless of ability to purchase
- Utilizing the Library Portal's "Request a print copy" feature to allow users to request free hard copies
- Selling your publication via Island Press or another partner to ensure it can be easily obtained

For more information on the last three options, please contact the Library and Publications Manager or Publications Officer.

Programmes are also responsible for fulfilling archival and legal deposit requirement by ensuring the IUCN HQ Library receives:

- seven (7) hard copies of all publications with an IUCN ISBN (beginning with 987-2-8317)
- four (4) hard copies of all other publications

Errors and new editions

New editions

Over time, it is natural for new knowledge to be brought to light as a result of scientific advances and newly published literature. As a result, it might become desirable for IUCN to want to create a new edition of an already published IUCN publication to be able to incorporate new knowledge into the findings.

When IUCN wishes to revise an existing publication in a major way, e.g. add a new section like a preface, appendix; incorporate new content (e.g. data from new research); or redesign the publication; this would be considered a *new edition*.

Important to note is that 'edition' is used when referring to the version in which a text is published. Each form of a text (e.g. a draft or a typeset manuscript) is a version, but when it is published, it is called an 'edition'. It should be clearly mentioned on the front cover, title page and in the credits page (copyright info, citation) when it concerns an (new) edition. We recommend against using 'version' for IUCN publications as this may confuse readers. Also note that when using 'version', it will still be referred to as 'edition' in the IUCN library metadata (in the "Edition" field of the publication record) and in the metadata submitted to Crossref when registering the DOI. In addition, the authors need to include an explanation in the publication about where readers can find the previous version(s), if applicable, along with an email address that users can contact for getting a previous version. Such explanation will also be included in the Notes field of the publication record.

New editions are required to be peer reviewed and receive IUCN Editorial Board clearance, and require a new ISBN (to be assigned by the Publications Officer), but do not need to go through the IUCN Publications Committee process (approval concept note, clearance manuscript) again.

Minor errors

Minor errors include poor figure quality and spelling and typographical errors such as incorrect spelling of author names, errors in the copyright line, and corrections to the reference list. Such changes do not affect the meaning of the content.

Minor errors do not impact the reliability or readers' understanding of the content. In these cases, a correction notice is not issued. Instead, a footnote should be added to the ____ page of the publication as well as to the publication metadata (i.e. in the publication record), indicating the error that was corrected and date of correction.

Major errors

Correction notice

Correction notices are issued for major errors or omissions that can impact the interpretation of the publication but where the scholarly integrity of the article remains intact. Major errors include error in the data, missing text (where the meaning of the content changes), These are typically addressed through production of an erratum statement, to be added to the

IUCN publication record, ***after*** the Publications Officer has reviewed the changes proposed in the statement.

If any such changes to a publication, either through an erratum statement or through publication of a new edition are required, kindly contact the Publications Officer to discuss how to proceed.

Retraction

The IUCN process for retraction of a publication is based on the retraction guidelines developed by the Committee on Publication Ethics (COPE), a non-profit organisation dedicated to promoting integrity in research and its publication. COPE's Retraction guidelines[1] are primarily intended for journal articles but are equally applicable to IUCN ISBN publications. In summary (from the COPE guidelines):

Retraction notices are issued for major errors (e.g. in the analysis or methods) that invalidate the conclusions in the article, or where research misconduct or publication misconduct has taken place. It is a mechanism for alerting readers to publications that have been discovered to contain such seriously flawed or erroneous content or data that their findings and conclusions cannot be relied upon. Unreliable content or data may result from honest error, naïve mistakes, or research misconduct. The purpose of retraction is to ensure the integrity of the scientific literature, not to punish the authors. Retractions can be instigated either by the IUCN Secretariat on request or by the authors or editors of the publication in question.

Thus, retraction of a publication may be considered if:

- There is clear evidence that the findings are unreliable, either as a result of error (e.g., miscalculation or experimental error), or as a result of fabrication (e.g., of data) or falsification (e.g., image manipulation);
- It constitutes plagiarism;
- The findings have previously been published elsewhere without proper attribution to previous sources or disclosure to the editor, permission to republish, or justification (i.e. cases of redundant publication);
- It contains material or data without authorisation for use;
- Copyright has been infringed or there is some other serious legal issue (e.g., libel, privacy);
- It reports unethical research;
- It has been published on the basis of a compromised or manipulated peer review process;
- The author(s) failed to disclose a major competing interest (conflict of interest) that could have unduly affected interpretations of the work or recommendations by editors and peer reviewers.

Retractions are not usually appropriate if:

- The authorship (i.e., those individuals listed as authors or editors of an overall publication, or of individual chapters or sections within it) is disputed but there is no reason to doubt the validity of the findings;
- The main findings of the work are still reliable despite the discovery of errors or concerns, and thus correction rather than retraction could sufficiently address these errors or concerns;

[1] COPE Council (2019). *COPE Retraction guidelines – English*. Version 2. https://doi.org/10.24318/cope.2019.1.4

- IUCN, or the authors or editors of an IUCN publication, have inconclusive evidence to support retraction, or are awaiting additional information such as from an institutional investigation;
- Author conflicts of interest have been reported after publication, but in IUCN's view these are not likely to have influenced interpretations or recommendations, or the conclusions of the publication.

The retraction of IUCN publications requires approval from the IUCN Director General on the advice of the Chief Scientist and Chief Economist as Co-Chairs of the IUCN Editorial Board. Retracted IUCN publications remain available but have a retraction notice added to their IUCN publication record.

If there are any issues of concern with an IUCN publication, kindly contact the Publications Officer.

Translations

IUCN encourages the translation of its publications. Translations of IUCN publications that have an IUCN ISBN, do not need to go through the Publications Committee and or Editorial Board processes. Each translation has to be proofread by a native speaker, preferably an expert on the subject of the publication, to ensure the translation is accurate and complete. The layout and design of a translation has to be exactly the same as the original publication. No text or illustrative material may be left out.

Translation permission

Organisations that wish to request permission for translation of an IUCN publication, have to complete the IUCN translation permission form and submit this to the IUCN Publications Officer. Translation should only start *after* the permission has been granted.

IUCN staff members that are contacted by organisations with a translation permission request, should forward such requests to the Publications Officer.

Translation disclaimer

For translations of IUCN publications, special attention is needed for the credits page. The standard **IUCN credits page for translations** should be used as this includes the translation disclaimer. A template of the credits page in the three official IUCN languages is available on the Union Portal and on the IUCN website. This should be shared with the translators before they start translating (to avoid that they will translate the credits page themselves).

Clearance of translation

The laid-out and proofread (but not published yet) PDF of the translation has to be sent to the Publications Officer to check the copyright information, visual identity and layout. After clearance, the Publications Officer will assign a new ISBN and possibly DOI (Never re-use an ISBN or DOI) and upload the final translation to the IUCN library database.

Evaluating your publication

An important part of your publishing project (as for any project) is the evaluation phase. An evaluation allows you to learn how successful your project has been in achieving its purpose, reaching its intended users, and helping IUCN to achieve its mission.

This would be a good time to refer to the publication concept note that you submitted to the Publications Committee and think back on whether your publication was successful in creating the changes in practices or policies that you anticipated.

What to evaluate?

To carry out an evaluation, you first need to determine the evaluation issues and questions of interest to you. These might include all or some of the following:

- Influence and impact of the publication – in changing attitudes, behaviours and practices, or legal and administrative policies and frameworks
- Effectiveness: how effective is the publication in achieving its purpose (such as influencing policy and decision-making, promoting best practice, publishing new scientific evidence, etc.), to what extent does/has the publication reached its intended audiences?
- Relevance: how relevant is the publication to the needs of the target audience, and IUCN's Programme and policy priorities?

Other indicators that can be used as part of the evaluation include:

- Quality of the publication in relation to the relevant professional field of practice
- Efficiency in generating, producing and disseminating the publication
- Management of the publishing project (if major in scope and effort)

The clearer you were in your publication concept note on the purpose, proposed target audience, communications and dissemination plan, and monitoring and evaluation plan, the easier it will be to evaluate your publication.

Evaluation and data collection tools

The design of your evaluation and the data collection tools that you use should be appropriate to the budget and significance of the publishing project.

Publishing projects that are modest in budget and scope should use basic cost-effective evaluation tools such as user surveys that are distributed with the publication or sent to intended audiences shortly after distribution. Since return rates are usually low, follow-up with users is recommended to increase the rate of return of survey forms and thus increase the reliability of your data. You should aim for a 20% return rate or more if possible. Web surveys can be used, but the results will be biased towards those audiences with greater access to the Internet.

Publishing projects with large budgets and those of major significance to IUCN should consider (in addition to user survey forms) carrying out interviews with targeted users to assess the influence and impact of the publications in relation to the costs of producing the publication. Snow ball interviewing, a technique whereby a wider set of respondents to a survey is selected thanks to referrals from the initial respondents and continue until no new

respondents are identified, is another way to reach more people who have used the publication.

Focus groups or group interviews are also a good way of exploring evaluation questions with target audiences at major events. It should be noted that both focus groups and group interviews require skilled facilitators.

Web download statistics are a valuable indicator of interest when properly filtered. They are, however, of less value when answering most evaluation questions or exploring reasons *why* a publication is popular or not.

On a monthly basis, the Library and Publications Manager supplies the number of downloads for the top downloaded publications of the past month. The Library and Publications Manager can also supply download statistics for your publication on a request basis for statistics up until the end of the previous month. Please send your request via email with the following information:

- The dates you would like the statistics for (e.g. “1 November – 31 December 2020”)
- The URL to the library record of the publication (e.g. “https://portals.iucn.org/library/node/47778”)

The Library and Publications Manager can also provide the number of successful resolutions to your DOI upon request.

Since November 2018, IUCN has held a subscription to Altmetric Explorer, a service to help IUCN track and capture the online attention to its IUCN ISBN publications. All IUCN Secretariat staff have access to this service; click here to create a profile (with your IUCN email address).

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