



Working together to maximize Programme results

IUCN One Programme Charter

For IUCN's Members, Committees, Commissions, Council and Secretariat
(Endorsed by the IUCN Council during its 76th meeting, May 2011, edited 8 June 2011)

1. The One Programme Approach

The One Programme approach strengthens the delivery and impact of the IUCN Programme, more effectively leveraging the respective roles, capacities and unique features of the different parts of the Union – our Members, Commissions, National and Regional Committees and Secretariat.

This Charter calls upon the Secretariat, Commissions, and National and Regional Committees to work together to develop and implement the IUCN Programme collaboratively. It invites Members, where their priorities and capacities align with the Programme, to participate in its implementation.

The IUCN Programme is approved by Members at the IUCN Congress every four years. It is our joint platform for action and policy influence for conservation, provides our agreed themes and priorities for the four-year period

This Charter responds to direction from Members at the Barcelona Congress for delivery of the Programme in a more coordinated way, strengthening the links between IUCN's different parts. It will help us to:

- Better understand our roles and responsibilities in advancing the IUCN Programme
- Invite more comprehensive participation in IUCN Programme development and delivery
- Leverage the strengths and resources of the different parts of the Union to deliver Programme results
- Align the Secretariat and other parts of the Union to maximize program results
- Create more efficient work and communication processes
- Foster a better and more conducive working environment between different parts of the Union

With governments, NGOs, scientists and experts – thousands of passionate and committed people in more than 160 countries – our Union is large and diverse. As individual organizations and experts, we are many. As a Union that enables and leverages our individual strengths, and works together coherently and based on mutual respect we will have greater influence and impact.

2. Principles

This Charter and actions to support it are guided by five key principles.

- **Practice subsidiarity** – the most appropriate parts of IUCN make decisions and participate in the Programme at the level that will best achieve the intended local, national, regional or global result.
- **Use the best placed entity** – responsibility for programme activities goes to the part of IUCN best placed, and with the necessary capacity, to deliver the intended result.
- **Cooperate, don't compete** – the different parts of IUCN work together in a coordinated manner to deliver results and do not compete for resources.
- **Link resources to responsibility** – resources go to the part of IUCN assigned to deliver a particular result and activity.
- **Be transparent and communicate** – between and within all parts of IUCN.

3. Roles, Responsibilities and Behaviors

To deliver an integrated and effective Programme, each part of IUCN has roles and responsibilities as defined by IUCN statutes, and by agreements and evolving practice across the Union.

A. Our leadership

IUCN's President, Council, Director-General, Commission Chairs, and Chairs of National and Regional Committees.

Organizational culture

- We lead by example and show cooperation, non-competition and dedication to the Programme.
- We encourage appropriate behaviors, good communication and respect for each other's culture, roles and mandates between our respective parts of the Union.
- We provide direction and support for this Charter and will review its effectiveness on an ongoing basis.

Programme development, delivery and financing

- We work together to improve the IUCN finance and programme model to better integrate Members, Commissions and Secretariat, providing sufficient resources and flexibility in their use to achieve results.
- As Council, we prioritize activities that involve Commissions and Members in budgets and work plans.

B. Our Members

Our Members can participate more fully in Programme development and delivery. Recognizing our independence, as IUCN members we have a responsibility to support, facilitate and provide information on our activities which contribute to the IUCN Programme, where these align with our own priorities and capacities.

Organizational culture

- We can adopt attitudes and behaviors which favor joint action with the Secretariat and the Commissions, and which leverage the resources available to deliver the Programme.

Programme development, delivery and financing

- We can proactively give input to, prioritize and adopt the IUCN Programme at the IUCN Congress, showing where we intend to commit knowledge, expertise or resources.
- We can participate in Programme implementation at the policy and project levels, working with the Secretariat and Commissions.

Accountability

- We can work with the Secretariat to agree on the mechanisms for our participation in Programme delivery and report on our activities which contribute to IUCN results.

C. Our National and Regional Committees

As officially recognized groups of Members in countries or regions, we have a responsibility to work in partnership with the Secretariat and Commissions to help develop, coordinate and implement the Programme.

Organizational culture

- We adopt attitudes and behaviors to support mutual cooperation with the Secretariat and the Commissions.

Programme development, delivery and financing

- We identify and apply our expertise and resources, and that of our Members, which aligns to the Programme.
- We work with our Members and the Secretariat to show the return on investment for IUCN resources that we use.
- We coordinate our fundraising activities with the Secretariat, and work with our Members to leverage additional financial and human resources to support Programme delivery..

Accountability

- We jointly develop with the Secretariat and our Members mechanisms to cooperate and work together.
- We adhere to agreed accountability standards for and report on our activities which contribute to the Programme.

D. Our Commissions

As networks of volunteer experts, each with specialist or regional sub-groups, we broaden knowledge and help drive the Programme into new areas of conservation. We provide the knowledge, science and management base

for the Programme. We work within the Programme, and with Members and the Secretariat to provide necessary expertise.

Organizational culture

- We adopt attitudes and behaviors to support mutual cooperation with the Secretariat and Members.

Programme development, delivery and financing

- We proactively contribute to development and delivery of the Programme, showing where we can commit knowledge, expertise, capacity and resources.
- We identify and apply our expertise and resources that align with and contribute to the Programme.
- We can show the return on investment for IUCN resources that we use.
- We coordinate our fundraising activities with the Secretariat and involved IUCN Members, and leverage additional financial and human resources that support Programme delivery.

Accountability

- We develop jointly with the Secretariat mechanisms to enable us to play our vital role in ensuring the Programme is based on robust, evidence-based knowledge.
- We adhere to agreed accountability standards.
- We report on our activities which contribute to IUCN results.

E. Our Secretariat

As the body that coordinates the work of the Union, we are responsible for implementing the Programme of IUCN as established by Congress and Council, and for coordinating our work with all parts of the Union to deliver Programme results.

Organizational culture

- We adopt attitudes and behaviors to support mutual cooperation and assistance across the whole Union and its networks.
- We pro-actively involve Commissions and their sub-groups, Members, and National and Regional Committees, in Programme development, fundraising and delivery, in line with their capacities and interests.
- We invest in building Members' and Commissions' conservation knowledge and management capacities.
- We develop, strengthen and, where needed, change Secretariat competencies in, facilitating, networking and capacity building.

Programme development, delivery and financing

- We help Members and Commissions identify their priorities to enhance their participation in the design and delivery of the Programme.
- We identify interested and capable Members and Commission sub-groups, recognizing their different interests and capacities, and help share resources to implement the Programme.
- We develop budgets and work plans to prioritise Programme activities that work with, and through, Members and Commissions.
- We prioritise fundraising for Programme activities that use Members, Commissions and the Secretariat. We work actively with Commissions and their sub-groups to support and coordinate fundraising and keep them informed of activities which directly relate to their work.

Accountability

- We jointly develop with Members, National and Regional Committees and Commissions mechanisms to cooperate and work together.
- We adhere to agreed accountability standards and report on our activities.

4. Closing

This Charter calls all of us – Members, Commissions, National and Regional Committees and the Secretariat – to contribute to and participate in the development, delivery and financing of the Programme. It calls on us to work together cooperatively, with respect for, and enabling, our respective roles and capacities to have maximum impact in achieving our conservation goals and delivering IUCN Programme results.