



International Union for Conservation of Nature

Executive Summary of the Strategy for an IUCN presence in Pan-Europe

As approved by the Director General, on the recommendation of the Global Management Team on 12 August 2009

Strategic Areas	Decisions
<p>Mission, value proposition, niche and functions of IUCN in the Pan-Europe</p>	<ul style="list-style-type: none"> • The Mission in IUCN in Pan-Europe is the same as the mission of IUCN globally; there is no need for a separate Mission Statement. • The niche and functions will vary according to the needs and conditions of sub-regions: <ul style="list-style-type: none"> • <u>for IUCN as a whole</u>: influencing global policy (especially EU policy in relation to Africa, Asia, the Caribbean, Latin America and the Pacific) and facilitating access to EC funding; • <u>for the whole of Pan-Europe</u>: supporting, serving and networking the membership (especially through the development of the National and Inter-Regional committees), influencing regional (EU relations with Pan-Europe) and national policy, and supporting conservation actions and capacity development in response to needs and priorities; • <u>for the countries of the European Union, including candidate countries</u>: <ul style="list-style-type: none"> ○ EU policy influencing and support; ○ supporting conservation action/policy and strengthening membership; ○ preparing EU accession and EU policy adoption (in candidate countries); ○ collaborating with rotating EU presidencies on their policy agenda. • <u>for European overseas territories</u>: giving them greater voice and participation in European and global processes, increasing attention from EU institutions to their specific needs, and better integration in their regional contexts • <u>for Russia</u>: <ul style="list-style-type: none"> ○ supporting conservation action and policy, capacity building and strengthening membership; ○ policy influencing, recognising the role of Russia in global policy. • <u>for other countries of East Europe and North and Central Asia</u>: supporting conservation action and policy, capacity building and strengthening membership, and facilitating access to financial and technical resources.
<p>Scope</p>	<ul style="list-style-type: none"> • Time frame: 8 years (2 intersessional periods), with a first phase of implementation over three years • Geographic scope: Pan Europe (two statutory Regions: West Europe and East Europe, North and Central Asia) • The IUCN out-posted and programme offices in Cambridge, Bonn and Malaga are explicitly excluded from this process and are only mentioned in these documents in relation to their overlapping mandates with the IUCN Regional Office for Pan-Europe.

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Principles	<p>Principles to guide the design and implementation of the Strategy:</p> <ul style="list-style-type: none"> • Membership engagement and participation: the capacities and resources of IUCN’s constituency in Pan-Europe (Members, Commissions, National Committees and key partners) will be effectively mobilised, and activities will be designed and implemented in ways that contribute to strengthen Members and their capacities. IUCN will act as a convenor of Members and as a facilitator of their collective endeavours wherever this may assist in achieving objectives. • Collaboration and synergy: IUCN will avoid competition with Members and partners, by focusing on its mission and functions, and by promoting synergies and collaborative approaches. Membership engagement and joint action will be at the core of this Strategy. • Effectiveness: as in all other regions and programmes, IUCN will focus on expected results, as expressed in its quadrennial programmes, and will ensure that all its efforts contribute to their achievement. It will remain realistic in its expectations and commitments. • Efficiency: programme implementation and operational arrangements – including human resource management and office locations – will be guided by the need to optimise the use of financial, human and technical resources. • Clarity and transparency: the Strategy and the work programme will be clear and agreed by the constituency. There will be reports on progress and periodic reviews conducted with the involvement of constituents. • Focus: because of the diversity and complexity of the needs, IUCN in Pan-Europe will avoid the dispersion of resources and efforts, will focus on priority needs and opportunities, and will build on existing strengths, including the thematic areas of expertise, the geographic areas in which it is already involved, and the membership base. • Subsidiarity: authority and resources for programme implementation will be devolved to the lowest appropriate level within the organisation, building consistency between IUCN’s mode of operations and its approach to conservation and natural resource management (e.g. ecosystem approach and participatory management). • Funding: IUCN will develop a sound fundraising strategy for the programme of ROfE, and will focus on obtaining from public, private and voluntary sources the funding needed to deliver credible, trusted knowledge for conservation of biodiversity and ecosystem services in Europe to governments, corporations and citizens.
Main deliverables	<p>Main deliverables (for each, the Strategy has defined targets, indicators, and main requirements):</p> <ul style="list-style-type: none"> • Effective programme implementation; • Stronger IUCN presence and influence in global and regional policy processes of European institutions; • Increased funding from the EC to support IUCN’s One-Programme at global and regional levels; • Constituency strengthening and engagement in Pan-Europe (Members, National Committees, Commission members).

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Structure and operations	<p>Summary of recommendations:</p> <ol style="list-style-type: none"> 1. Establish a Policy and Fundraising Office in Brussels, with communications capacity (in support of policy and programme) with two functions: <ol style="list-style-type: none"> a. a global policy and fundraising function, under full coordination and inputs from the Global Policy Unit and the Global Strategic Partnership Unit; b. a function pertaining to regional policy and programme development under the responsibility of the Regional Director. 2. This office may also host programme personnel in areas in which IUCN has a clear role and need to be located in Brussels; 3. Retain a Regional Office that includes a Regional Director, a Programme Coordinator and core support functions (such as constituency support, human resource and financial management, communications), with administrative staff as appropriate; 4. For an interim period of no more than three years, and subject to the outcome of a financial feasibility study, base the Regional Office at IUCN Headquarters, with its core functions distributed between HQ and Brussels in the manner that is most cost-efficient in the short term and with due consideration to human resources issues. In this interim period, make optimal use of HQ expertise and facilities, in order to increase efficiency and improve synergies; 5. Initiate a process of consultation with State Members and analyse various options, in order to provide strategic and operational rationale for the relocation of the Regional Office in the capital city of a State Member in Pan-Europe, preferably in the East Europe & North and Central Asian part of the region; 6. Strengthen sub-regional offices (with programme, policy, communication, constituency support functions) in: <ul style="list-style-type: none"> • South-Eastern Europe (existing office in Belgrade, Serbia); • Southern Caucasus (existing office in Tbilisi, Georgia); • Central Asia, programme to be developed and office to be established. 7. Re-establish an Office in Moscow, including potential for policy development and membership support; 8. Ensure that policy work in Brussels and Moscow is properly coordinated with the other global policy work of IUCN, under the auspices of the Global Policy Unit; 9. Support and strengthen membership structures: support establishment of National Committees and possibility of an inter-Regional Committee, as well as sub-Regional Committees in areas where National Committees are already well structured (e.g. Scandinavia). Negotiate Memorandums of Understanding between the IUCN Secretariat and National Committees describing responsibilities for joint programme work. 10. In consultation with relevant stakeholders, a detailed Plan of Implementation will be developed to cover all relevant aspects, including the legal, financial and human resource requirements and implications of the strategy.

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Legal structures	<ul style="list-style-type: none"> • No major new issues are foreseen as a result of this Strategy. • Confirmation of the importance of negotiating International Organisation Status with the EC. • Need to resolve issue of legal status in Russia. • Need to resolve any outstanding issue related to the registration of IUCN in the Czech Republic, Hungary, Poland and Slovakia.
Implementation plan	<ul style="list-style-type: none"> • Regional Director to formulate, in close consultation with relevant stakeholders, a detailed Implementation Plan by the end of 2009, with priority given to: <ul style="list-style-type: none"> • the detailed terms of reference of the proposed offices; • their best possible composition (function tables and analysis of current and projected incomes); • the delivery of financial scenarios and implementation timelines, taking into consideration the global budget and work plan schedule. • Director General to mandate the Global Finance and Human Resources Management teams to assist in conducting, preferably before the end of September 2009, a study of the financial implications of the Strategy, with particular attention given to: (a) the costs and benefits of the option of a temporary relocation of the regional Office in Gland; and (b) the costs and HR implications of relocating the core regional functions on a case by case basis.
Risk analysis and mitigation (financial, reputation, etc.)	<ul style="list-style-type: none"> • Detailed analysis to be conducted on Human Resources issues; • Transparency and communication to be maintained, especially with Members, as part of and beyond this process, to explain rationale for Strategy and main elements of its implementation; • Financial risks to be assessed, but assumption is that this Strategy will reduce risks by reducing unnecessary costs.