



Working as a Union to Deliver IUCN's One Programme

(Endorsed by the IUCN Council (76th Meeting, May 2011) and the 2012 World Conservation Congress (decision 19)).

Summary Statement

We, the different parts of IUCN – government and NGO Members, Council, National and Regional Committees of Members, Commissions of experts, and the Secretariat – work together to develop, implement and advance IUCN's Programme of work.

Our unique strength lies in proactive collaboration across the different parts of the Union to achieve our mission to *influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable*. We are all working together to ultimately achieve our vision of *a just world that values and conserves nature*.

The following principles guide the way we work together:

- We deliver the Programme at the most appropriate level, using the best-placed part of the Union to deliver national, regional or global results
- We cooperate and don't compete for roles and resources
- We allocate resources to the part of the Union responsible for delivery
- We communicate openly and transparently to keep each other informed of plans and activities.

The different parts of IUCN each have specific Programme roles as defined by IUCN statutes, agreements and practices. We all act in accordance with the above principles, reflecting a collaborative culture, and demonstrate accountability to the Union through agreements and reporting.

IUCN Leadership

Our leadership comprises the President, Council, Director General, Commission Chairs, and the Chairs of National and Regional Committees. We lead by example and demonstrate mutual cooperation. As the Council we provide direction and support for implementation of this Charter and prioritize plans and budgets that involve Commissions and Members and build capacities of National and Regional Committees.

IUCN Members

Our Members are national States, government agencies and non-governmental organizations. Recognizing our independence, as IUCN Members we are responsible to support and provide information on our activities that contribute to the IUCN Programme. We participate in programme development and delivery where our priorities and capacities align with the IUCN Programme.

IUCN Commissions

Our Commissions are six networks of volunteer conservation scientists, experts and managers, each with specialist and regional sub-groups. We broaden conservation knowledge and competence, and help drive IUCN's work into new areas of conservation. We provide knowledge and the conservation science and management base for the IUCN Programme. We work with Members, Council and the Secretariat to provide expertise and leverage financial and human resources for Programme delivery.

IUCN National and Regional Committees

Our Committees are officially recognized groups of Members in countries and regions. We work in partnership with the Council, Secretariat and Commissions to develop, coordinate and implement the Programme. We work with Members and the Secretariat to leverage financial and human resources.

IUCN Secretariat

Our Secretariat coordinates the work of the Union. We implement the policy and Programme of IUCN as established by Congress and Council, and coordinate work with all parts of the Union to deliver the Programme. We collaborate with Council and 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 raise funds in a way that integrates the efforts of Members, Commissions and the Secretariat. We work with National Committees to strengthen their capacities.

One Programme Charter

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 constituent 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.

This Charter responds to direction from Members at the Barcelona Congress for delivery of the IUCN Programme in a more coordinated way, strengthening the links between IUCN's constituent 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 constituent parts of the Union to more effectively achieve the IUCN vision, mission and Programme
- Align the Secretariat and other constituent parts of the Union to maximize Programme 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 capacities, and works together coherently and based on mutual respect, we are truly strong and have greater influence and impact.

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, and provides our agreed themes and priorities for the four-year period. This Charter helps guide how together we can proactively and effectively deliver one integrated Programme.

2. Principles

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

- **Practice subsidiarity and use the best-placed entity of the Union** – the most appropriate constituent parts of IUCN make decisions, participate in the Programme in line with their capacities, and are assigned responsibilities at the most appropriate level for specific program activities to deliver the intended national, regional or global Programme result
- **Cooperate, don't compete** – the constituent parts of IUCN work together in a coordinated manner to deliver Programme results and do not compete for resources.
- **Link resources to responsibility** – resources are allocated to the constituent part of IUCN assigned to deliver a particular Programme activity and result.
- **Be transparent and communicate** – transparency and good communication is maintained on plans and activities among all constituent parts of IUCN.

3. Roles, Responsibilities and Behaviours

To better deliver an integrated and effective Programme, each constituent part of IUCN – Members and their Committees, Commissions and their sub-groups, the Secretariat, and IUCN's leadership – have roles and responsibilities to participate in the Programme as defined by IUCN Statutes, and by agreements and evolving practice across the Union.

A. Our leadership

Our leadership includes the President, Council, Director-General, Commission Chairs, and the Chairs of National and Regional Committees.

Our organizational culture

- We lead by example and demonstrate mutual cooperation, non-competition and dedication to the effective implementation of the Programme.
- We encourage appropriate behaviours, courteous communication and respect for each other's culture, roles and mandates to our respective constituencies.

- We provide direction and support for this Charter and will review its effectiveness on an ongoing basis.

Our Programme development, delivery and financing

- We work together to improve and revise the IUCN Programme and business model to operate in a way that integrates Members, Commissions and Secretariat in Programme design and delivery, and provides sufficient resources and flexibility in their use to achieve agreed Programme results.
- As Council, we prioritize in the IUCN budget and work plan activities that involve Commissions and Members, and build the capacities of National and Regional Committees.

B. Our Members

Our Members are national States, government agencies and non-governmental organizations. 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 organizational priorities and capacities.

Our organizational culture

- We adopt attitudes and behaviours which favour joint action with the Secretariat and the Commissions, and which leverage the resources available to deliver the Programme.
- We work with our National Committees to strengthen their role in IUCN Programme.

Our Programme development, delivery and financing

- We play an active part in the process of prioritization and adoption of the Programme at the IUCN Congress, showing where we intend to commit knowledge, expertise or resources and participate in Programme implementation.
- We strive to participate in implementation of Programme, project and policy activities, working with the Secretariat and Commissions.

Our accountability

- We strive to work with the Secretariat to put in place agreements for our participation in the IUCN Programme and report on our activities which contribute to IUCN results.

C. Our National and Regional Committees

Our Committees are officially recognized groups of Members in countries and regions. We have a responsibility to work in partnership with the Secretariat and Commissions to formulate, coordinate and implement the Programme.

Our organizational culture

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

Our Programme development, delivery and financing

- We identify and apply our expertise and resources and that of our Members which aligns with the IUCN Programme and IUCN policies, projects and activities. We work with our Members and the Secretariat to demonstrate the return on investment for the 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 delivery of the IUCN Programme and specific results.

Our accountability

- We jointly develop with the Secretariat and our Members mechanisms and agreements for cooperation and joint action.
- We adhere to agreed accountability and transparency standards for our participation in the IUCN Programme and report on our activities which contribute to the IUCN Programme.

D. Our Commissions

Our Commissions are six networks of volunteer conservation scientists, experts and managers, each with specialist or regional sub-groups. We work ahead of the IUCN Programme in new areas of conservation and broaden conservation knowledge and competence. We provide and support knowledge, and the conservation science and management base for the Programme. We take responsibility to undertake tasks within the Programme and to work with Members and the Secretariat to provide necessary expertise.

Our organizational culture

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

Our Programme development, delivery and financing

- We play an active part in the process of prioritization and adoption of the Programme at the IUCN Congress, showing where we can commit knowledge, expertise, organizational capacities and resources for Programme delivery.

- We identify and apply our expertise and resources that align with the IUCN Programme and IUCN policies, projects and activities. We demonstrate the return on investment for the IUCN resources that we use.
- We coordinate our fundraising activities and leverage additional financial and human resources that support delivery of the IUCN Programme with the Secretariat and involved IUCN Members and keep them informed.

Our accountability

- We develop jointly with the Secretariat mechanisms and agreements to enable us to play our vital role in ensuring IUCN's work and policy advocacy are based on robust, evidence-based scientific knowledge.
- We adhere to agreed accountability and transparency standards for our participation in the Programme.
- We work with the Secretariat to put in place agreements for our participation in the Programme and report on our activities which contribute to IUCN results.

E. Our Secretariat

Our Secretariat is the body that coordinates the work of the Union. We are responsible for implementation of the policy and Programme of IUCN as established by Congress and Council, and for coordinating our work with all components of the Union for effective delivery of the Programme to achieve maximum conservation results.

Our organizational culture

- We adopt attitudes and behaviours to support mutual cooperation and assistance across IUCN's networks.
- We involve Commissions and their specialist and working groups, IUCN Members, and National and Regional Committees in Programme development, fundraising and delivery, in line with their capacities and interests.
- We interact and collaborate across Commissions to enhance programme coordination and results
- We invest in building Members' and Commissions' conservation knowledge and management capacities.
- We help develop, strengthen and, where necessary, change the Secretariat's competencies in enabling, facilitating, networking and capacity building.

Our 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 and fully engage them in Programme development for the Congress.
- We identify interested and capable Members and Commission sub-groups, recognizing their different interests and capacities around the world, and develop enabling mechanisms and resource sharing approaches to implement Programme activities, projects and policies.
- We work with National and Regional Committees and Members to strengthen their capacities
- We develop and implement budgets and work plans to prioritize Programme activities that work with, and through, Members and Commissions. We apply financial and human resources in favour of integrated Programme activities across the constituent parts of the Union and support the development of their capacities.
- We prioritize fundraising for Programme activities that integrate the efforts of Members, Commissions and the Secretariat. We work actively with Commissions and their sub-groups to support and coordinate fundraising activities and keep them informed of fundraising activities which directly relate to Commission work.

Our accountability

- We jointly develop with the Members, National Committees and Commissions mechanisms and agreements for cooperation and joint action.
- We broker partnerships; build synergies among Members and Commissions, and with external partners; and help mobilize resources for Programme implementation by the constituent parts of IUCN.
- We provide the opportunity and resources required to ensure that the IUCN Commissions deliver the relevant scientific base for the Programme.

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 IUCN Programme results.