Strategy for an IUCN Presence in Europe

Draft for consultation

July 7 2009

Note: this document will remain in outline form until the final stages of strategy formulation, in order to facilitate review and inputs. This version is submitted to IUCN Members in West Europe and East Europe, North and Central Asia for their review. Comments and recommendations should be sent to europe.strategy@iucn.org by July 25, 2009.

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List of acronyms and abbreviations

ACP	Africa, Caribbean and Pacific
DG	Director General
DLE	Distinct legal entity
EC	European Commission
EIB	European Investment Bank
EP	European Parliament
EU	European Union
EULO	European Union Liaison Office
GMT	Global Management Team
HQ	Headquarters
HR	Human resources
IUCN	International Union for Conservation of Nature
NGO	Non-governmental organisation
OCT	Overseas Country and Territory
OR	Overseas Region
ROfE	Regional Office for Europe
SRRE	Strategic review and repositioning exercise

I. Introduction

The purpose of this strategy is to provide a framework to guide the development of IUCN's role and presence in Pan-Europe [1]. As part of the ongoing management of the IUCN Secretariat and as a follow-up to the recent Regionalisation and Decentralisation Review, the Director General requested a Strategic review and repositioning exercise (SRRE) for IUCN's work in this Region.

The scope of this exercise covers the Regional Office for Pan-Europe, based in Brussels (Belgium), with country programme offices in Moscow (Russia), Belgrade (Serbia) and Tbilisi (Georgia), and with a registered office (former Regional Office) in Tilburg (Netherlands). It does not include out-posted offices of the Secretariat in Cambridge (United Kingdom) and Bonn (Germany). The Centre for Mediterranean Cooperation (Malaga, Spain) is part of the process, not as a regional component, but in relation to the overlapping mandates of the Centre and the Regional Office.

To date, the process has involved: (a) the design of the exercise and the formulation of terms of reference in collaboration with Senior Management in the IUCN Regional Office for Europe (ROfE), (b) the preparation of seven background papers by IUCN staff as a basis for reflexion at a retreat and as background information to be included in the strategy, (c) a survey of selected stakeholders and the preparation of a report on the outcomes of that survey, (d) a retreat held in Brussels from 3-5 June, 2009 and attended by staff and (current and past) Councillors, and (e) a meeting of Councillors from the Pan-Europe Region that was held in Gland, Switzerland on June 19, 2009. The following further steps will be taken to complete this process:

Table 1: Tasks and schedule for remainder of SRRE process

Tasks	Schedule, July – November 2009
Financial analysis Analysis of HR issues and options	Throughout process, as required
Draft strategy document, placed on website with message to all members inviting feedback latest by 25 July + inviting further comments from staff	6 July
ROfE staff meeting in Brussels to discuss draft strategy	29 July
Final draft strategy	Following days after ROfE staff meeting
Presentation to Global Management Team (GMT) and	Mid-August

[1] As currently defined by IUCN and for the purpose of this strategy, Pan-Europe covers two statutory Regions of the Union. These Regions include the following countries (including the Outermost Regions and/or Overseas Countries and Territories of Denmark, France, the Netherlands, Portugal, Spain and the United Kingdom):

West Europe: Andorra, Austria, Belgium, Cyprus, Denmark, Finland, France, Germany, Greece, Holy See (Vatican), Iceland, Ireland, Israel, Italy, Liechtenstein, Luxembourg, Malta, Monaco, Netherlands, Norway, Portugal, San Marino, Spain, Sweden, Switzerland, Turkey, United Kingdom

East-Europe, North and Central Asia: Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, FYR Macedonia, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan

Tasks	Schedule, July – November 2009
Director General (DG), and response from DG (with revisions and decisions as appropriate)	
Communication to staff	Following GMT meeting
Presentation to and discussion at meeting of Pan-European Chairs of National Committees and Councillors, Belgrade, Serbia	23-24 September
Presentation to Council, policy decisions (if required)	23-25 November

Following the finalisation and adoption of the strategy, an implementation plan will be prepared, covering all relevant areas and issues, including operational arrangements, human resource management, fundraising and legal structures, with budgets, timelines and specific allocations of responsibility.

II. Background

This section will become an annex in the final version of the strategy.

a) Historical background

- as a global organisation, IUCN has a special relationship with Europe, since it is in Fontainebleau, France that the decision was made to create the organisation. IUCN's first Headquarters was established in Brussels, Belgium and was then moved to Morges, Switzerland in 1960
- during the late 80s and early 90s, IUCN's programme focused more directly on East Europe, with the establishment of an East European Task Force and Programme, and with the opening of offices in Warsaw, Budapest, Bratislava, Prague and Moscow (all but Moscow have since been closed)
- IUCN's work and membership in Europe continued to grow during the 1990s, with two important meetings of Pan-European Members held in 1993 and 1995, the conduct of two internal reviews aimed at defining the future of IUCN in Europe, the opening of the Regional Office in Tilburg in 1996, with substantial support from the Dutch government, and the opening of the Representation Office in Brussels in 1997
- a new phase of work began in 2000, following the IUCN Congress in Amman, with the opening of the Mediterranean Cooperation Centre in 2000, and the transfer of the Regional Office from Tilburg to Brussels in 2002. A new strategy was then formulated, leading to the opening of offices in Belgrade, Serbia in 2004 and Tbilisi, Georgia in 2006 as well as the closure of the office in Warsaw in 2007. The programme and impact of the Regional Office have expanded quickly during the 2002-2008 period, with a number of new initiatives such as the design and launch of Countdown 2010, the establishment of the European Union Liaison Office (EULO), the development of relations with the European Commission (EC) and the European Parliament (EP), and activities such as the European Green Belt Initiative

- as for the whole of IUCN, the World Conservation Congress held in Barcelona in October 2008 was an important occasion, Pan-European Members met and were presented with the 'IUCN – Back to its Roots' paper, and the Programme for the period 2009 – 2012 was finalised. The IUCN Regional Office for Pan-Europe is currently implementing this Programme.

b) Situation analysis

i. Biodiversity, ecosystem services and human well-being

Status, trends, drivers of change, current responses: these elements are well covered in the Situation Analysis produced for the 2009-2012 Pan-European Programme (Mariella Fourli):

- biodiversity hotspots, four hotspots (Caucasus, Mediterranean Basin, Mountains of Central Asia and Turkey as part of Irano-Anatolian), plus European Overseas Regions (ORs) and Overseas Countries and Territories (OCTs) in four other hotspots (Caribbean Islands, Madagascar and the Indian Ocean Islands, New Caledonia and Polynesia-Micronesia).
- decline in biodiversity (threats of extinction), habitat loss and degradation
- drivers of change in status of biodiversity, either direct (changes in land use, invasive species, unsustainable uses, habitat contamination and pollution, climate change) or indirect (modes of consumption and production, markets, governance), many negative but some positive (attitudes, policies, integration and cooperation)

ii. Stakeholder analysis

Table 2: Stakeholder analysis

Stakeholder category	Current relationship with IUCN ROfE	Main expectations from IUCN's presence in Europe
IUCN Members in both Regions of Pan-Europe (states, government agencies and NGOs)	Two statutory Regions Six Councillors elected by the two Regions (plus a Swiss Councillor and two Commission Chairs from Europe) 373 Members Periodic meetings of members Several communication activities and products targeted at Members Collaboration with ROfE in projects in some cases, but also instances of competition	Representation of views Advocacy and policy influencing at global, EU and national levels Provision of expertise and advice Convening and networking Consultation and participation in programme planning and implementation Support for selected actions Legal entity to enter into agreements with EU also on behalf of other IUCN bodies not registered in EU or ACP countries and therefore often not eligible for EU-funded projects and programmes

Stakeholder category	Current relationship with IUCN ROfE	Main expectations from IUCN's presence in Europe
IUCN Members in West Europe	One Statutory Region Three elected Councillors (plus a Swiss Councillor and two Commission Chairs from West Europe) 302 Members, including 21 State Members	Same as row 1 above Participation in regional and international programmes and process Joint programmes and projects Avoiding field projects Synergy and collaboration in international projects (outside Europe)
IUCN Members in East Europe, North and Central Asia	71 Members, including 4 State members Members in Southern Caucasus and Balkans served by Country Programme Offices	Same as row 1 above Capacity-building, and access to financial and technical resources Advocacy and support to policy formulation
IUCN Members outside Pan-Europe	Communications from European Union Liaison Office on funding opportunities and policy consultations	Improved access to EC funding Policy influencing (trade, development cooperation, neighbourhood policy, global policies)
IUCN Commissions and Commission members	Unstructured and in most cases weak	As in Row 1 above Benefits for Commission members: access to network, opportunity to influence policy, involvement in specific programmes and projects
IUCN National Committees	17 National Committees, 2 of which (France and Netherlands are Distinct Legal Entities) Collaboration between Committees and Secretariat on projects Communication and collaboration insufficient Facilitation by ROfE of meetings of Chairs and Councillors	Support to networking and collaboration among National Committees Support to formation of sub-Regional and Inter-Regional Committees
Private sector	Collaboration under Business and Biodiversity Programme	Facilitation of involvement in multi-stakeholder processes Information and advice, especially on (new and emerging) biodiversity issues
European donors (in addition to	Collaboration with ROfE on specific programmes and projects	Programme and project implementation, especially in East Europe and North and

Stakeholder category	Current relationship with IUCN ROfE	Main expectations from IUCN's presence in Europe
framework donors[2])		Central Asia
All European Institutions	Recipient of policy advice and information (EC, EP) Collaboration with EU Presidencies	Convening, facilitating dialogue Providing information and policy advise, being available to respond to demand
IUCN Global Programmes	Collaboration with ROfE in a number of programmes Inadequate communication	Improved access to funding from EC and bilateral donors Regional implementation of and collaboration in global programmes
Other IUCN Regional Offices	Communications from EULO on funding opportunities and policy consultations	Improved to access to EC funding Policy influencing (trade, development cooperation, neighbourhood policy, global policies) Regional cooperation on issues related to ORs and OCTs

iii. Financial analysis

Overall budget

ROfE's overall budget has almost doubled during the period 2003 – 2009 as depicted in Figure 1. The growth has been possible mainly through the growth in the Region's project portfolio which generates funds for both project activities and cost recovery income (staff time and management fees).

Annual financial performance compared to budget has been strong, with an average income realisation rate against budgeted income for the period in excess of 100% (Figure 2).

Figure 1: Total budget 2003-2009

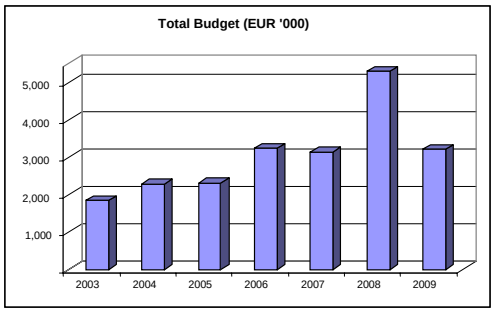
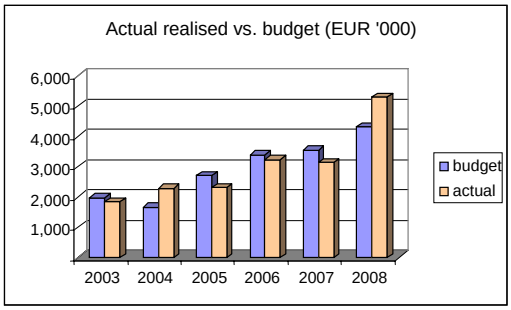


Figure 2: Income, actual performance vs. budget



[2] Framework Agreements are multi-year agreements signed between IUCN and a partner that provide core funding for the implementation of the IUCN Programme as a whole.

The Region has realised a more or less balanced budget between 2003 and 2007. (Table 3). For 2008 however, a significant deficit was realised, mainly due to over expenditure in the project portfolio, which had to be covered by the IUCN global reserve. The Regional Office has no accumulated reserves upon which it can draw in case of a shortfall in income.

Table 3: Net results (Income vs. Expenditure, EUR '000)

	2003	2004	2005	2006	2007	2008
Year End Surplus/deficit	-9	-1	-44	-23	-28	-400

Funding model

The Regional Office for Pan-Europe is following the same funding model as most of IUCN's Regions. Funding sources are derived from core income allocated through the IUCN budget process, and restricted income from the regional project portfolio. The majority of the core income is used to fund the basic operating costs of the Regional office (Regional Director, financial management, human resource management, programme coordination, constituency and membership services). Country programme offices are funded from the project portfolio and do not receive core funding.

In 2003 core funding represented 63% of the operating budget with the remaining 37% of costs funded through cost recovery income from the project portfolio. In 2009, core income funding represented 32% of the operating budget, showing increased leverage of restricted funding and is more in line with other IUCN Regions for the same period (Eastern and Southern Africa 25%, West and Central Africa 23%).

Error! Reference source not found. shows the core income allocated to ROfE since 2003. The relatively flat core income is aligned with IUCN's lack of growth in core income. The Region received increased income allocations both in 2007 (mainly to fund increased HR capacity) and in 2008 (mainly to support a scoping exercise in Central Asia). For 2009 the core income allocation has been reduced as IUCN is facing a reduced core income scenario due to the global economic recession.

Figure 3: Core allocation 2003-2009

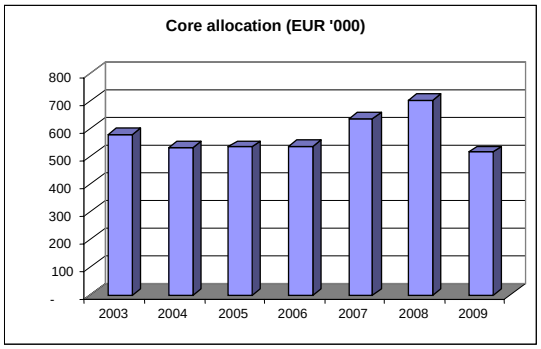
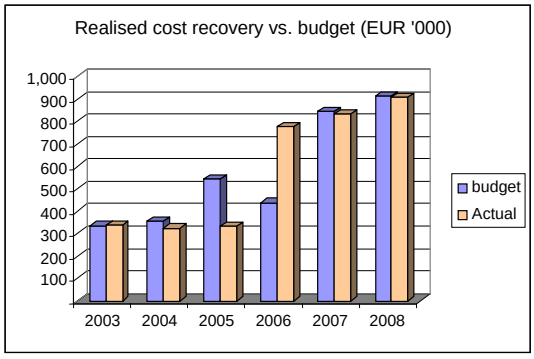


Figure 4: Cost recovery: actual vs. budget



ROfE is efficient in terms of ensuring that it recovers the full cost of implementing projects. For 2008, cost recovery income represents approximately 68% of the cost centre budget and the average cost recovery rate from projects is 35%. The Region has also performed well in regard to its cost recovery realisation rates compared to budget (Figure 4), with an average realisation rate of 100% over the period.

Financial viability and risks

Although the financial indicators show strong performance over the last six years, the current financial model operated by the Region has several issues of concern with regards to both financial viability and risk.

The project portfolio currently has approximately 40 projects amounting to an annual average of EUR 1.5m for the total portfolio. The average project size is EUR 35.5k (Table 4), with an average life span of 12 months. Although the average size of projects has increased in the past two years, this remains a source of concern, because small-short term projects:

- typically have high transaction costs;
- are often as labour intensive as large projects;
- do not create a critical mass in terms of long-term staff capacity for strategic programme and project development;
- prevent the portfolio from being strategically aligned with the Programme;
- provide limited flexibility and thus make it more difficult to respond to emerging issues and opportunities.

Table 4: Analysis of projects

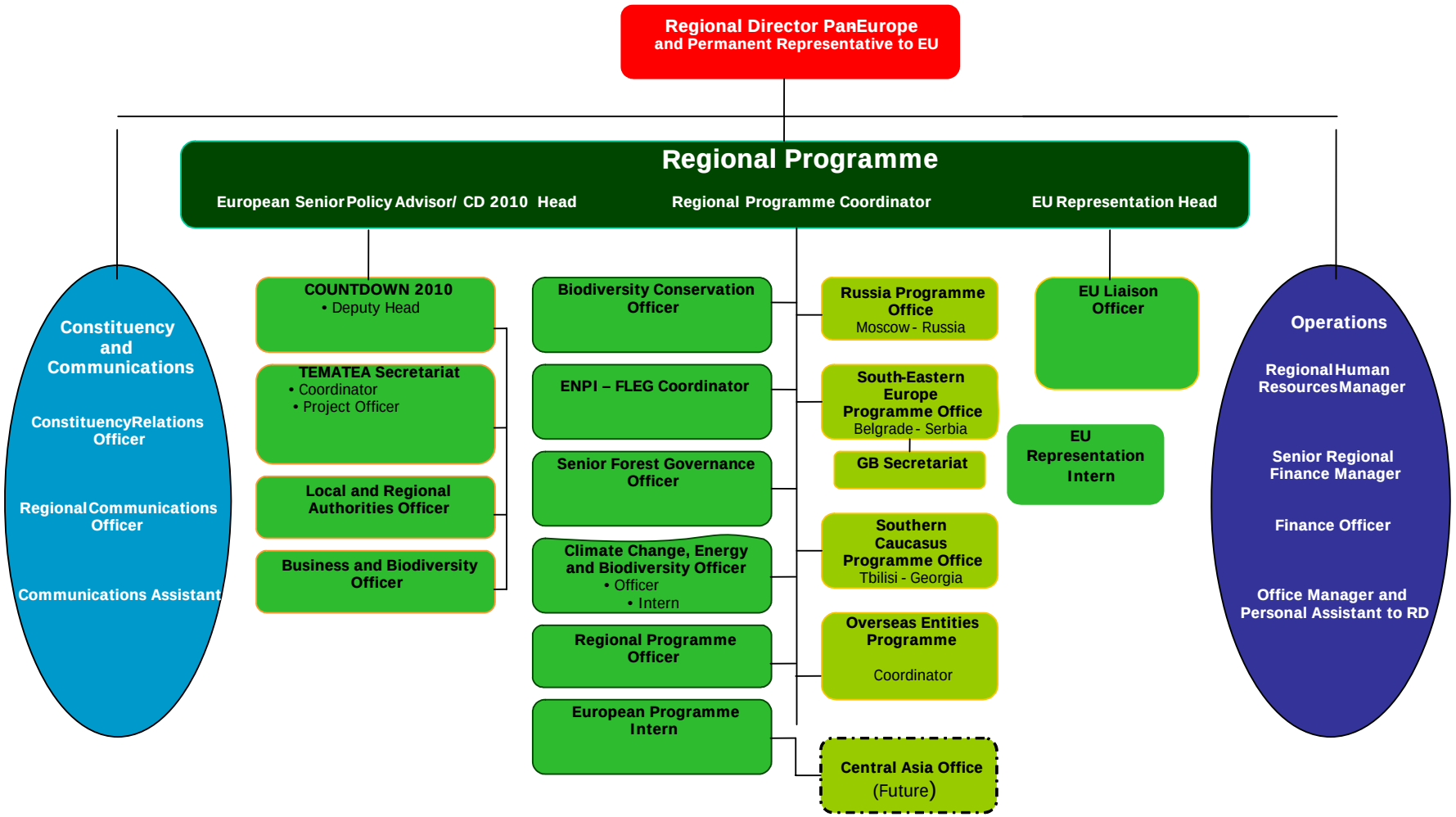
	Number of projects	Total EUR '000	Average EUR '000
2003	37	1,061	29
2004	36	1,011	28
2005	50	1,590	32
2006	56	1,862	33
2007	61	1,207	20
2008	40	1,600	40
2009	40	2,600	65
Averages	**45.7**	**1,562**	**35.2**

The current model presents a number of significant risks:

- Funding is very short-term while commitments such as operational and staff costs are medium-term.
- Costs of operating in Brussels are high, and are proportionately higher than the available funding, resulting in a staff composite that includes several young professionals and consultants, and limiting the impact of core funding (number of staff and proportion of staff time that core funding can cover). This situation has both legal implications (e.g. status of long-term consultants) and implications on programme development, management and delivery.

- The start/stop model of the portfolio makes it difficult to strategically align it with a programme plan. As a result, the programme plan risks being too ambitious and there is a risk that expectations of Members and partners are not met.
- The lack of a fundraising plan makes strategic fundraising for the European Programme difficult.

Figure 5: Current organigram of ROfE



c) Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis)

This analysis of strengths, weaknesses, opportunities and threats is based on conclusions of the retreat held in Brussels from 3-5 June, on information gathered as part of the survey of stakeholders and on a review of selected documents.

Table 5: SWOT analysis

Strengths	Weaknesses
- Good strategic positioning of IUCN as a key player in biodiversity issues in Europe, and resulting ability to influence policy - Office and effective presence in Brussels, with good relationship with European institutions, including the EC's DG Environment - Country programme offices established and functioning in global biodiversity hotspots, and effectively serving sub-regions - Large and diverse membership, with 17 National Committees, and with large member organisations that are influential in Europe and globally - Large number of Commission members - Good representation of governments, as State Members (21 in West Europe) and/or government agencies - A Programme Plan that is linked to the One Programme - Countdown 2010, with high visibility, innovative approaches, good communications work, and a structure that involves many organisations (members and non-Members), including business and local governments - Experience and successes in building platforms for Members (e.g. Green Belt Initiative) - Growing work in business and biodiversity - Legal entity that can facilitate access to EU funding for the Union as a whole	- Funding model inappropriate, for a range of reasons, some linked to location in Brussels (high costs, status with EC and ineligibility to NGO or core funding from EC), resulting in high dependency on small-scale and short-term project funding and consultancies, with impacts on ability to plan and implement strategically, skills, and quality of delivery - Limited core funding, and high costs of operations, limiting the use of core funding (e.g. Constituency Relations Officer is project funded) - Lack of a fundraising plan and strategy - Competition (at times real, at times perceived) for funds between ROfE, Members and National Committees - ROfE performing very diverse roles and trying to cover too much with limited financial and human capacity - High expectations raised among Members and partners, at times leading to frustration - No clear link with IUCN's global priorities in communications, and lack of clarity and focus in the communications messages - Lack of policy capacity, and insufficient follow-up in policy work - Need for improved programme delivery skills - Lack of coordination between Members and Commissions - Insufficient engagement of Members - Status of Moscow office and implications

Opportunities	Threats
- Mobilizing the membership to implement the One Programme - Developing and strengthening National Committees (and perhaps establishing sub-Regional Committees and an Inter-Regional Committee) - Recruiting new types of Members according to new membership categories - Exploiting needs and opportunities that are not fully utilised at present (trade and economic agreements, climate change, overseas territories), as well as possible linkages with other sectors - Responding to demand and interest from private sector - Developing policy work in Russia and Central Asia - Strengthening core functions (policy, constituency and communications) in sub-regional offices - Designing Countdown project for post-2010 with global mandate - Exploring all funding opportunities: EU + global hub in Brussels + EIB +European Cohesion Fund + emerging foundations - Building on link with EU Presidency, giving access to highest level - Contributing to mid-term review of EU ACP programmes - Taking advantage of Brussels as one of the world's largest media hubs - Realising that the economic crisis can lead to reprioritisation and reallocation of funds	- Size and diversity of the Pan-Europe region, with diverging programme priorities and demands, and with priority needs in East Europe, North and Central Asia Region - Difficulty to combine multiple functions, with EU liaison and policy work often taking precedence over programme work - Lack of clarity of policy role between HQ and ROfE (and other offices, and Members) - Lack of clarity between IUCN global and European policy and Countdown 2010 - High expectations raised by Countdown 2010, ability to deliver and sustainability issues - Competition or insufficient coordination with other IUCN bodies and offices - Competition with Members - Unsatisfied Members leaving - Challenge of transforming the funding model in the context of economic crisis - Difficulty in getting funding for facilitation and policy influencing roles - Dependency on donors' priorities - Increasing competition with other organisations / institutional landscape overcrowded

The primary purpose of the strategy should be to build on existing strengths, to address existing weaknesses, to take advantage of opportunities, and to mitigate the threats.

d) Other considerations directly relevant to strategy formulation

There are a number of other elements that should be taken into account in this strategy:

With respect to constituency and membership engagement:

- the strategy for IUCN's presence and One Programme implementation in Pan-Europe must go beyond the Secretariat, must involve Members and Commission Members, and must explore and exploit the opportunities offered by National Committees (as well as sub-Regional and Inter-Regional Committees if established in the future), which can and should play a central role in the future strategy and work programme of IUCN in Pan-Europe.

With respect to the geographic scope and focus:

- the strategy offers the opportunity to examine the geographic coverage of the current programme, to confirm existing programme elements and initiatives that should be maintained and strengthened (e.g. European overseas entities, Green Belt), to sharpen the focus of programme components when necessary, and to identify and recommend any new initiatives (e.g. exploring the desirability and feasibility of a programme for the Arctic region);
- the strategy must recognise that there are differences between various parts of the Pan-European region, and that there must be some responsibility on the part of "the West" to support policy development, capacity building and conservation action in "the East";
- the statutory Regions of IUCN are established, some adjustments may be desirable, but this would be beyond the scope of this strategy, and the strategy therefore assumes that the Regions will remain as they are in the short to medium term;
- the boundaries and scope of the presence of the Secretariat in Europe do not however need to match those of the statutory Regions, and should be guided primarily by the requirements of programme implementation as well as constituency support and engagement;
- the strategy recognises the high importance of Russia and its capital, at national, regional and global levels, and should therefore make proposals that are not predisposed by current difficulties and that are based on a long-term vision of the relationship between IUCN and Russia;
- the strategy must take into account the global and international impact of European policies and practices, and must also see the European Union as a global actor.

With respect to programme design and implementation:

- the strategy should offer options to further strengthen implementation of the One Programme, especially with respect to constituency engagement;
- IUCN has formulated its Pan-European Programme for 2009 – 2012 (see Appendix 2), and this strategy is not about defining an entirely new programme, but about identifying improved arrangements for its implementation and for the performance of the various functions of IUCN in Pan-Europe;
- up to now, IUCN's ambitions in Pan-Europe have been too large, raising high expectations and resulting in frustrations. Any new strategy of IUCN Europe must be focused and realistic.

With specific respect to policy work:

- IUCN's work on policy in Europe must be seen as a significant contribution to IUCN's overall global policy work, which is coordinated by the Global Policy Unit. This strategy assumes that this Unit will be strengthened, in order to build its full capacity to guide, formulate, and

approve global policy statements and interventions in the EU and globally;

- the strategy recognises the need to define the future of Countdown 2010, and it assumes that: (a) the post-2010 mandate and scope of this work will be global or multi-regional, (b) it should therefore not be part of the European programme, except for the activities that it will carry out in Europe – as would be the case for any regional programme, (c) the role of EU institutions in furthering the objectives of a successor to Countdown 2010 is likely to remain essential, and (d) the experience and capital accumulated by ROfE in creating and running Countdown 2010 should be used in the successor programme.

With respect to operations and organisational development:

- following a phase of rapid and substantial growth over the past decade, ROfE now needs to consolidate its gains, to address weaknesses in organisational development and management, to create a more sustainable funding base and a more stable environment for staff, and to enhance quality and internal capacity. The strategy must deliver these results;
- the strategy must also aim at reducing risks and improving the efficiency and effectiveness of operations, by: (a) removing as many of the financial constraints as possible, (b) reducing costs whenever possible and appropriate, (c) ensuring that the provisions of the IUCN Human Resource Policy are fully applied to staff of ROfE, and (d) providing the basis for synergies and partnerships.

III. The strategy

a) Principles to guide the design and implementation of this strategy

A number of principles should guide the assessment and validation of options for the design of the IUCN programme and presence in Pan-Europe, and should guide the implementation of the strategy.

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).

b) Mission, Value proposition, Niche and Functions of IUCN in Pan-Europe

The mission of IUCN in Pan-Europe is and will remain the same as the mission of IUCN globally, as defined by the Union's statutes:

IUCN influences, encourages and assists 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.

Because of the specific realities of the Pan-European region, this mission will however place special, additional emphasis on two specific functions:

- fostering collaboration, coordination and networking among the wide range of Members, Commission Members and other stakeholders in Pan-Europe[3];
- influencing European Union policies and institutions, because of their footprint on global biodiversity and their role in issues and processes that are directly relevant to IUCN's global mission and programme.

The needs and conditions of Pan-Europe confirm the validity of the value proposition as spelled out in the IUCN Programme 2009-2012. The relevance of the four components of this proposition is highlighted in Table 6.

Table 6: Relevance of the IUCN value proposition to IUCN in Pan-Europe

Global	In Pan-Europe
IUCN provides credible, trusted knowledge	Critical role for IUCN, but a role that differs according to each stakeholder group (see Table 2 in background section) Policy influencing: EU institutions and their roles in global, regional and national policy; other global and European institutions; governments; business Needs of all members and other conservation actors: global, regional and local information, in support of conservation action and their own role in policy influencing Strong capacity in IUCN Membership, Commissions and Secretariat, Pan-Europe as a source of knowledge Communications and importance of European actors (media, governments, scientists, NGOs), in shaping national, regional and global opinions and policy Demand for innovative approaches, identification of emerging issues and pilot activities on how to handle these. Opportunity to share and apply lessons from other parts of the world
IUCN convenes and builds partnerships for action	Large and influential membership base, well organised in some countries Convening perceived as primary channel for policy dialogue and influence, especially in relation to European Union institutions, and IUCN's unique ability and legitimacy to convene widely recognised

[3] The current mission statement of IUCN in Europe, as expressed on the IUCN website, is: "To foster and fortify a European network of excellence in environmental research, policy and best practice, with the aim to contribute to IUCN's global mission, support the integration of biodiversity conservation into economic development and to support innovative initiatives for the multifunctional, sustainable use of natural resources."

Global	In Pan-Europe
	Demand and opportunities for regional networking, platforms and exchanges Demand and opportunities for work on and with business and other key partners
IUCN has a global-to-local and local-to-global reach	Large membership of IUCN in Pan-Europe, of all types and at all levels Opportunity to bring local experience (from Pan-Europe but also from other regions) into, and keeping biodiversity issues on, national and EU agendas
IUCN influences standards and practices	Large experience and significant expertise in Pan-Europe (Members and Commission members) Demand for standards and practices (e.g. Red Lists, management standards for protected areas)

Because of the diversity of needs and situations in Pan-Europe, the niche and functions of IUCN in this region can best be defined in clusters, according to the main targets and partners:

- for IUCN as a whole: influencing global policy (especially EU policy in relation to Africa, Asia, the Caribbean, Latin America and the Pacific) and facilitating access to EC funding;
- for the whole of Pan-Europe: 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 action and capacity development in response to needs and priorities;
- for the countries of the European Union, including candidate countries:
    - EU policy influencing and support;
    - supporting conservation action and policy and strengthening membership;
    - preparing EU accession and EU policy adoption (in candidate countries);
    - collaborating with rotating EU Presidencies on their policy agenda.
- for their overseas entities: giving them greater voice and participation in European and global processes, increasing attention from EU institutions to their specific biodiversity conservation needs, and better integration in their regional contexts[4];
- for Russia:
    - supporting conservation action and policy, capacity building and strengthening membership
    - policy influencing, recognising the role of Russia in global policy

[4] With the recent establishment of a Global Islands Initiative and the growth of its programmes in island regions (Oceania, Mediterranean, Caribbean), by the end of 2009 IUCN will ensure that its approaches to and activities in islands are properly coordinated globally and in Regions, and that ROfE's work on European policy and programming in relation to European overseas entities complements, supports and benefits from these other initiatives.

- for other countries of East Europe and North and Central Asia: supporting conservation action/policy, capacity building and strengthening membership, and access to financial and technical resources.

c) Time frame

This strategy should be implemented over a period of eight years, between 2009 and 2016, thus covering two intersessional periods in IUCN's calendar. Implementation should begin immediately following its approval and the formulation of decisions by the Director General and by Council.

d) Geographic scope

The geographic scope of this strategy should be Pan-Europe, as defined by IUCN, covering the two statutory Regions of West Europe and East Europe, North and Central Asia (see Footnote 1).

e) Main deliverables

Effective programme implementation:
Targets: achievement of programme results as already defined in the Programme Monitoring Plan (including policy reform and support at national level) – see Appendix 2 for the list of results in the current Plan.
Indicators: as already defined in the Programme Monitoring Plan
Requirements:

- more precise definition of focus and geographic scope for all programme activities
- realistic planning, taking full account of the budget and human capacity available
- periodic reporting on programme implementation and achievement of results
- involvement of constituency, principally through the proposed Inter-Regional Committee (see below), in these two processes

Stronger IUCN presence and influence in global and regional policy processes of European institutions:
Targets: in the first instance, identification and selection of the policy issues and themes in which IUCN should be involved, on the basis of clear criteria – to be followed by an identification of targets for these issues and themes
Indicators: to be defined
Requirements:

- in consultation with Members and selected partners, develop a policy programme that identifies the issues and themes in which IUCN has a comparative advantage and for which there is clear demand, and that specifies, for each theme or issue, the policy targets to be achieved and strategies to be employed. This programme would also confirm that IUCN's strength in policy influencing comes not only from the knowledge it brings on the issues, but also from the manner in which the issues are addressed (convening, and building on experience and implementation capacity to

inform and justify policy work) and the participants in that process (State and NGO Members, Commissions, Secretariat)
- negotiate status for IUCN as an international organisation with the EC (and advance process of negotiating new status in Switzerland as a condition for the above)

***Increased funding from the EC to support IUCN's One Programme at global and regional levels*:**
Targets: to be defined as part of a comprehensive fundraising plan
Indicators: number of proposals developed in collaboration with or on behalf of ROfE, Global Programmes, Regions and Members; thematic and geographic ranges covered; number of IUCN constituents involved; funding actually received, and type of activities funded
Requirements:
- development of a comprehensive fundraising plan
- strengthened capacity for fundraising within ROfE, in support of the Pan-European Programme and on behalf of the Union as a whole
- close and effective collaboration between ROfE and HQ on fundraising matters
- IUCN acquiring international organisation status with the EC (see above)

Constituency strengthening and engagement in Pan-Europe:
Targets:
- effective membership services delivered (networking, information sharing, consultation and participation of Members in programme design, implementation, monitoring and evaluation)
- growth in the number of Members in those countries where there are few or no Members at present, and recruitment of new Members in those domains (e.g. energy, green economy) where there is low representation
- development of a fully functional and mutually beneficial relationship between the IUCN Secretariat and National Committees that have significant capacity at present, with agreement on the respective functions and objectives (noting that this may vary from country to country)
- strengthening of other, existing, National Committees, and provision of support to new National Committees as appropriate, with support to acquisition of Distinct legal entity (DLE) status when applicable
- subject to a confirmation of interest on the part of the National Committees concerned, formation of sub-Regional Committee(s) in Sub-Region(s) where there is such an opportunity
- subject to a confirmation of interest on the part of a majority of Members, formation of an Inter-Regional Committee comprising officially recognised National Committees (represented by their Chairs or nominees), the elected and appointed Councillors from the two statutory Regions, and representation from Commissions
- involvement of Members and Commission members, whenever appropriate, in programme activities, including policy work

- development, in collaboration with selected members, of joint activities aimed at supporting conservation initiatives in other Regions

Indicators:

- those already defined in the Programme Monitoring Plan
- number of fully paid up members per country
- analysis of interests of Members in relation to the core area and the five thematic areas of IUCN's Global Programme
- adoption of formal agreements and existence of collaborative activities between the Secretariat and National Committees
- number of National Committees that are active and constituted as distinct legal entities
- establishment of an Inter-Regional Committee, with an agreement on functions, statutes and mode of operation
- periodic convening of the Regional Forum of Members

Requirements:

- understanding the needs and expectations of Members when they belong to or join IUCN
- investing significantly (time, human resources, engagement of IUCN senior management and Councillors) in constituency development, services and support, including liaison with and mobilisation of Commission Members
- harmonisation of respective roles of the Secretariat, Inter-Regional Committee (if established) and National Committees
- implementation of an active programme to support National Committees and give them a role in programme development, implementation and monitoring
- assuming that there is an expressed demand from a majority of members, providing active support to the formation and operations of an Inter-Regional Committee
- exploring the desirability and feasibility of also establishing sub-Regional Committees[5]
- involving Members and Commission Members, as feasible and appropriate, in programme development, implementation and monitoring
- establishing a system by which Commissions can report on their involvement in the Pan-European Programme

f) Operations

In accordance with IUCN's overall Regionalisation and Decentralisation strategy, in order to avoid concentration of too many functions in one location and to optimise the coverage of and service to Pan-Europe, and in application of the principles of subsidiarity, participation and membership engagement, operations and programming should be decentralised. The main instruments of IUCN's presence in Pan-Europe should be the following:

[5] The formation of Regional Committees that would match the statutory Regions is not recommended, as it would encourage a distinction (East/West) that is undesirable, and as it would not be based – as would be the case with Sub-Regional Committees – on cohesive groups of countries or biogeographical units.

- Regional Office, including the office of the Regional Director together with the core support functions of human resource management and financial management, as well as Programme Coordination, with programme staff as appropriate.

  This Regional Office should be in a location where IUCN can operate efficiently, and where it is best able to deliver the programmatic and operational results. In light (see below) of the proposed transformation of the Brussels office into a regional policy and fundraising hub, it appears preferable to locate the Regional Office in another part of Pan-Europe, as this would present the following advantages[6]:
    - it would give IUCN a presence that is better distributed geographically, bringing regional functions closer to the areas where the needs and opportunities are greatest, and thus sending a positive message to Members and partners in East Europe and North and Central Asia;
    - it would allow the office located in Brussels to dedicate itself fully and effectively to the functions of liaison with, and representation to, the European Union, and to related fundraising activities (maintaining communication with Members on these matters, and involving them in the policy processes whenever possible and desirable);
    - it would alleviate the constraints, risks and issues that come primarily as a result of conditions of operations in Belgium (high costs, conditions of employment), thus making it easier to develop new organisational development and funding models.

  It is therefore recommended that IUCN:
  - decides to relocate its Regional Office in the capital city of one of its State members in East Europe, North and Central Asia (see Appendix 1 for current list of State Members);
  - designs a temporary arrangement whereby the Regional Office will be based at IUCN Headquarters (for a period not exceeding three years), in order to take advantage of opportunities for shared costs and services, to maintain options open for future arrangements, and to facilitate closer synergies and collaborations between Global Programmes and the Pan-European Programme. During that period, offices of ROfE located in Gland should retain a distinct identity. Some of the core functions of the Regional Office should be distributed between Brussels and Gland, in a manner that is considered the most cost-efficient in the short-term, with due consideration given to the rights and expectations of current staff members;

[6] This strategy recognises that this proposed arrangement would present the disadvantage of physically separating staff working in the Regional Office from those working in Brussels, but this is outweighed by the advantages, especially when one considers that IUCN's operations and presence in Pan-Europe are and will remain decentralised, and that the policy work done at the Brussels office will require inputs from all parts of the Union (Global Programmes, Regions, Commissions, Members), not only from programme work in Pan-Europe.

- initiates a process of consultation and negotiation with governments, interested Members and key stakeholders to explore options for the relocation of the Regional Office within the three-year time frame;
- in support of this process, conducts a rigorous analysis of the costs and benefits of various options, on the basis of a set of agreed criteria, including: suitable geographic location for access and programme delivery, costs and efficiency of operations, attractiveness to staff and conditions of employment, State membership, opportunities for special status (taxation, conditions of employment), potential contribution of host country, and image and visibility.

The desirability of retaining the current office in Tilburg, Netherlands should also be reviewed, keeping in mind that it does not currently generate significant costs and risks, and provides a useful administrative base in the Netherlands.

- sub-regional offices: subject to programme funding being raised, sub-regions or groups of countries should be served by country programme offices (with priority given to the strengthening of the existing country programme offices in the Southern Caucasus and South-Eastern Europe, with the function of programme implementation, but also functions in policy, in communications and in constituency support and networking). The offices should include:
    - South-Eastern Europe: existing office in Belgrade, Serbia (main objectives: programme and projects, including European Green Belt Initiative, policy – including preparing for EU accession, communications, constituency);
    - Southern Caucasus: existing office in Tbilisi, Georgia (programme and projects, policy, communications, constituency);
    - Central Asia: programme to be developed and office to be established.

- constituency and membership services should be decentralised, with some responsibilities handled by the Regional Office, some by HQ and some by the sub-regional offices.

- the Mediterranean Cooperation Centre, with its existing office in Malaga, Spain (main objectives: implementation of the IUCN Programme of work at the Mediterranean level, including Macaronesia, communications, and some constituency work), should be maintained in its current form – at least until the conduct of a mid-term review of this strategy in advance of Congress in 2012 – with appropriate arrangements for communication, collaboration and sharing of responsibilities between the Regional Office for Pan-Europe and the Centre.

- country project offices should be established (not necessarily in capital cities), as needs and opportunities arise, dependent on project funding and with finite time frames, especially in Russia, where needs and opportunities are many.

- a regional policy and fundraising hub should be established in Brussels, for IUCN representation at, and liaison with, the EU, with a primary focus on the relationship between EU institutions and global and regional conservation policy, and with a significant capacity for communications in support of advocacy, with thematic policy programmes, some of which are already well developed (e.g. development cooperation, forest governance, climate change and energy, European overseas entities), some to be developed as part of the policy programme (see recommendation above, areas to be considered include marine policy and trade). Governance and implementation arrangements should allow for:
    - full coordination with and inputs from the Global Policy Unit;
    - linkages with, and involvement of other IUCN Regional Offices and IUCN Members in Africa, Asia, Latin America and the Caribbean, Middle East and Oceania on policy issues of interest to them;
    - participation of European members in policy work.

- a policy office in Moscow, Russia should also be established, to focus on national policy in Russia, on relationships with the Russian National Committee, and on the role of Russia in global policy;

- the global policy functions and activities of these two offices should be coordinated with those of other IUCN offices located in main capitals, under the auspices of the Global Policy Unit;

- a structured membership, through National, sub-Regional and Inter-Regional Committees:
    - all Committees to be established in accordance with the terms of the Statutes of IUCN;
    - National Committees to be encouraged to become DLEs;
    - Memoranda of Understanding to be signed between IUCN Secretariat and National Committees that are DLEs;
    - formation and operations of sub-Regional Committee(s) and one Inter-Regional Committee to be encouraged and supported;
    - Committees to raise their own funding for activities, including their attendance at sub-Regional and Inter-Regional meetings;
    - cooperation and partnerships among National Committees for mutual support to be encouraged;
    - relations between Commission members and National Committees to be clarified and formalised.

As a general principle, human resources and facilities available at Headquarters (Gland, Switzerland) should be used in support of these units and functions, whenever possible and desirable, in order to increase efficiency, improve synergies and optimise programme impacts and services to Members.

g) Legal structures and instruments

The following legal issues need to be addressed to permit the effective implementation of this strategy:

- IUCN to continue negotiation of international organisation status with the EC (and therefore to pursue international organisation status in Switzerland);
- all country programme and project offices to be duly registered;
- legal status of IUCN in countries where it is registered but does not have operations at present to be ascertained and any outstanding issues to be resolved (Czech Republic, Hungary, Poland, Slovakia).

h) Financial plan, fundraising strategy and assessment of financial viability

A comprehensive fundraising plan should be developed to support the implementation of this strategy, in close collaboration with IUCN's global fundraising strategy. Elements of the plan that are more specific to ROfE could include:

- making optimal use of core funding allocation where appropriate in order to deliver the programmatic and operational results, including the leveraging of additional funding;
- building up the project portfolio to include large projects (both in budget and life-span), within the framework of the 2009-2012 Programme Plan;
- in close coordination with the Strategic Partnership Unit at HQ, seeking regional framework agreements;
- subject to the outcome of negotiation with respect to IUCN's status with the EC, seeking increased and more diverse funding from the Commission;
- approaching fundraising with the EC as one element of a relationship that is based on an effective partnership in policy and implementation on issues of direct interest and relevance to IUCN and the EC (biodiversity, marine policy, trade), with a more active engagement in the EC's programming process;
- ensuring that there is full coordination between the Regional Office and Headquarters in the relations with European agencies managing Official Development Assistance, including negotiations with potential new partners;
- sustaining and broadening existing relationships with other governmental funding sources in Europe;
- exploring opportunities for increased collaboration with the European Investment Bank;
- exploring funding opportunities with philanthropic foundations, as a collaborative effort between ROfE and HQ;
- exploring funding from the private sector, in accordance with IUCN's Operational Guidelines for Private Sector Engagement;
- collaborating with National Committees in managing existing relationships and exploring new funding opportunities in their respective countries, in ways that are mutually beneficial;

- exploring new opportunities for staff secondments (e.g. from State Members) to ROfE.

The financial viability of the strategy will be fully assessed as part of the implementation plan that will be formulated following the finalisation and adoption of the strategy. The main factors of financial viability are likely to include:

- o increased efficiency in operations;
- o improved collaboration and greater synergies between the European Programme and Global Programmes;
- o formulation and implementation of the comprehensive fundraising plan outlined above;
- o diversification of funding sources and new opportunities as a result of a strengthened presence in East Europe, North and Central Asia.

i) Human resource management and development plan

The details of a human resource management and development plan will be formulated as part of the Implementation Plan. A number of principles will be applied when addressing human resource issues, including: the full respect of labour laws and other legal provisions in countries of operations; fairness to existing staff in the implementation of changes to current organisation; and provision of more stable and improved conditions of employment.

j) Risk analysis and mitigation

One of the main objectives of this strategy is precisely to reduce risks, particularly those associated with the costs of operations, the funding model and the conditions of employment in the country hosting the Regional Office. There will however be a number of risks associated with this new strategy, and mitigation measures have therefore been identified.

Risk	Mitigation measures
Financing the strategy	Formulating and implementing the fundraising plan Developing a fully coordinated approach between HQ and ROfE on fundraising
Maintaining and enhancing the reputation of IUCN in Europe	Ensuring effective programme and project delivery Keeping a strong presence in Brussels, with clear functions and terms of reference for the office, and clear roles for its staff
Securing support from Members and partners	Maintaining transparency and good communication (e.g. consultation on draft strategy and occasional mailing to Members) during remainder of SRRE and during implementation phase Strengthening capacity in constituency relations Inviting Members to participate in implementation
Managing human resources fairly and effectively	Providing security to staff to the maximum extent possible Avoiding unnecessary disruptions Keeping staff consulted and involved in repositioning process

Appendix 1: IUCN Members and National Committees in Pan-Europe

IUCN Members in Pan Europe

		State	Gov. Agency	Intl. NGO	NGO	Affiliate	**Total**	**National Committee**
West Europe								
1	Andorra	0	0	0	0	0	**0**	
2	Austria	0	1	0	5	0	**6**	
3	Belgium	1	3	3	6	0	**13**	
4	Cyprus	1	0	0	1	0	**2**	
5	Denmark	1	0	2	7	0	**10**	yes
6	Finland	1	1	0	3	0	**5**	yes
7	France	1	3	5	25	6	**40**	yes
8	Germany	1	1	7	13	1	**23**	yes
9	Greece	1	0	0	5	0	**6**	
10	Holy See (Vatican)	0	0	0	0	0	**0**	
11	Iceland	1	0	0	1	0	**2**	
12	Ireland	1	1	0	1	0	**3**	
13	Israel	0	0	0	3	1	**4**	yes
14	Italy	1	3	4	12	2	**22**	yes
15	Liechtenstein	1	0	1	0	0	**2**	
16	Luxembourg	1	0	0	1	0	**2**	
17	Malta	0	0	0	0	0	**0**	
18	Monaco	1	0	0	0	1	**2**	
19	Netherlands	1	1	4	28	0	**34**	yes
20	Norway	1	1	0	2	1	**5**	
21	Portugal	1	0	0	2	0	**3**	
22	San Marino	0	0	0	0	0	**0**	
23	Spain	1	13	1	25	1	**41**	yes
24	Sweden	1	1	1	7	0	**10**	yes
25	Switzerland	1	0	5	8	0	**14**	yes
26	Turkey	1	0	0	5	0	**6**	yes
27	UK	1	0	11	33	2	**47**	yes
Totals West Europe		**21**	**29**	**44**	**194**	**15**	**302**	**12**
East Europe, North and Central Asia								
1	Albania	0	0	0	0	0	**0**	
2	Armenia	0	0	0	1	0	**1**	

IUCN Members in Pan Europe

		State	Gov. Agency	Intl. NGO	NGO	Affiliate	**Total**	**National Committee**
3	Azerbaijan	0	0	0	1	0	**1**	
4	Belarus	0	0	0	0	0	**0**	
5	Bosnia and Herz.	0	0	0	0	0	**0**	
6	Bulgaria	0	1	0	2	0	**3**	
7	Croatia	0	1	0	4	0	**5**	
8	Czech Republic	1	1	1	1	1	**5**	yes
9	Estonia	1	0	0	1	0	**2**	
10	FYR Macedonia	0	0	0	0	0	**0**	
11	Georgia	1	0	0	4	0	**5**	
12	Hungary	0	1	1	4	0	**6**	yes
13	Kazakhstan	0	0	0	3	0	**3**	
14	Kyrgyzstan	0	0	0	0	0	**0**	
15	Latvia	0	0	0	0	0	**0**	
16	Lithuania	0	0	0	1	1	**2**	
17	Moldova	0	0	0	1	0	**1**	
18	Montenegro	0	0	0	1	0	**1**	
19	Poland	0	0	0	10	0	**10**	yes
20	Romania	0	1	0	3	0	**4**	
21	Russia	1	0	0	7	0	**8**	yes
22	Serbia	0	1	0	2	0	**3**	
23	Slovakia	0	1	0	2	0	**3**	yes
24	Slovenia	0	1	0	0	0	**1**	
25	Tajikistan	0	0	0	2	0	**2**	
26	Turkmenistan	0	0	0	1	0	**1**	
27	Ukraine	0	0	1	2	0	**3**	
28	Uzbekistan	0	0	0	1	0	**1**	
Totals East Europe, North and Central Asia		**4**	**8**	**3**	**54**	**2**	**71**	**5**

Appendix 2: Results, IUCN Programme for Pan-Europe

1.1.1. Selected elements of biodiversity governance are strengthened in pan-Europe and for Overseas Countries and Territories and Outermost Regions and ACP countries.
1.1.2. Pan-European constituency for biodiversity conservation is increased as is its capacity to influence change.
1.2.1. National policy (sectoral, protected area, and land and resource use) is informed by knowledge generated by tools such as Red Lists, biodiversity indicators, Countdown 2010 country assessments and PAs management effectiveness assessment.
1.2.2. Management effectiveness of national protected area systems or individual protected areas strengthened.
2.1.1. Determine IUCN`s & ROfE`s niche on climate change policies and measures and build IUCN`s profile, network and credibility on this issue in Pan-Europe
2.1.2. Key pan-European stakeholders understand and recognise the severe impact of climate change on biodiversity and natural ecosystems, and understand how this relates to atmospheric greenhouse gas concentrations and emission reduction targets
2.1.3. Key stakeholders in the EU institutions, the EU member states and other pan-European governments integrate biodiversity and ecosystems concerns in their climate change mitigation and adaptation policies
2.2.1. Resilience of protected area networks in the pan-European region (including the ORs and OCTs) in light of climate change is increased, and ecosystem-based adaptation strategies that promote the conservation of biodiversity and enhance habitat connectivity across the wider landscape are developed and implemented
3.1.1. Key Pan-European stakeholders, including the European institutions, national governments and businesses, adopt and contribute to socio-economically and environmentally sound energy policies and strategies that integrate biodiversity values, both within and outside Pan-Europe
3.2.1. In collaboration with key pan-European stakeholders, including businesses, compile evidence and best-practice guidelines on the value of ecosystem services in securing energy security
3.2.2. The maintenance of ecosystem services is incorporated into practices of energy producing companies in the pan-European region
3.2.3. Private sector and State companies active in the alternative energy sector are engaged in the development of best environmental practice and innovative impact mitigation strategies.
4.1.1. Conservation of biodiversity and ecosystem services is integrated into poverty reduction strategies, rural development practice and strategies of pan-European governments and other donors.
4.2.1. Trans-boundary natural resource management initiatives and programmes of pan-European governments and other donors improve the management of shared resources and preclude conflict over their use.
5.1.1. Specific organic certification and NTFP schemes better support sustainable use of biodiversity in specific instances throughout Pan-Europe.
5.1.2. Forest governance improved for the purpose of biodiversity conservation and economics in ENA-FLEG partner countries.
5.1.3. Investments in natural infrastructure (forests, water and river bank management, erosion stabilisation, etc) piloted through PES in Montenegro.
5.2.1. Targeted SMEs, associations and multinationals incorporate biodiversity into their business operations in (e.g. water, energy, waste, management, agriculture, mining, tourism sectors)
5.2.2. European consumer groups are informed and facilitated to influence CSR on the relationship between specific products and biodiversity conservation.

Appendix 3: Current presence of the IUCN Secretariat in Pan-Europe

Office	Location	Main functions	Facts
Headquarters	Gland, Switzerland	Office of the Director General Coordination of Global Programmes Coordination of Global Constituency, Governance, Strategic Partnerships, Communications, Finance, Human Resources, Information Technology Management, Internal Oversight, and Legal Counsel	Established 1948; moved to Morges in 1961 and to Gland in 1980 Quasi-governmental international organisation status 175 staff
Environmental Law Centre	Bonn, Germany	Coordination of IUCN's global law programmes: information management, provision of advisory services, and drafting of law and policy instruments Headquarters for the UNEP, FAO, IUCN Management Unit for the joint initiative known as ECOLEX	Created in 1970 Seeking IO (international organisation) status recognition. 10 staff
Species Programme Office	Cambridge, United Kingdom	Red List Unit and Freshwater Biodiversity Unit (components of the Global Species Programme)	Will be supported by a Charity to be set up in the UK 12 staff
Centre for Mediterranean Cooperation	Malaga, Spain	Programme implementation and service to the IUCN constituency in the Mediterranean region	Established in 2000 Resolution 19.17 (Buenos Aires 1994) requested the DG "to establish an IUCN Regional Mediterranean Office", followed by Resolution 1.10 (Montreal 1996) defining roles and responsibilities of the office, and by Resolution 2.7 (Amman 2000) Registered as a non profit association of public interest. 19 staff
Regional Office for Pan-Europe	Brussels, Belgium	Office of the Regional Director Programme coordination Permanent Representation to the European Union and Liaison with the European Commission Secretariat of Countdown 2010 Policy Constituency and membership services Communications Financial and human resource management	Registered in Belgium in 2000 Registered as an Association in 2002 Office (re)opened in 2002 26 staff (including secondments, interns and consultants)

Office	Location	Main functions	Facts
Former Regional Office for Europe	Tilburg, The Netherlands	Inactive, but provides an administrative base when convenient	Established in 1996 Certificate of registration dated 1998 1 staff
Russia and the CIS Programme Office	Moscow, Russia	Manage IUCN activities in Russia with members and other stakeholders	Registered on 31 March 2004 as Representative Office of International Organisation, IUCN – The World Conservation Union (Switzerland). Registration Certificate and status expired on 16 February 2007 due to a change in the Russian legislation at that time. Subject to ongoing negotiations with the Russian authorities, IUCN currently has no specified status in Russia. 2 staff
Programme Office for South-Eastern Europe	Belgrade, Serbia	Programme implementation and service to the IUCN constituency in the region between EU in the West, CIS in the North-East and Mediterranean Sea in the South Main programmes include the Dinaric Arc Initiative and the Green Belt Initiative Support in preparing for EU accession and adopting EU legislation	MoU signed in 2003 Established in 2004 4 staff, plus Green Belt Officer being recruited
Southern Caucasus Programme Office	Tbilisi, Georgia	Programme implementation in Armenia, Azerbaijan and Georgia, and for liaison with regional member organisations and Commission members. Focus on protected areas, species conservation, environmental legislation, and sustainable natural resource use	Established in 2006 Registered in May 2007 7 staff (4 employees, 2 consultants and 1 secondment)