



Internal CEESP NRGF Background Brief #24

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The IUCN One Program Approach – Institutional opportunities and challenges for the NRGF

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The One Programme Charter

IUCN's vision is for a *just world that values and conserves nature*. Its mission is *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*.

IUCN's unique organizational structure is one of our main strengths - comprising

- Government and NGO Members
- 6 Commissions of science and management experts
- Secretariat
- Council
- National and Regional Committees of Members

The One Programme Approach has been developed to strengthen the delivery and impact of the IUCN Programme in support of our vision and mission, by effectively leveraging the respective roles, capacities and unique features of these constituent parts of the Union.

The Jeju Congress adopted the One Programme Charter¹. It calls upon the Secretariat, Commissions, and National and Regional Committees to work together to develop and implement the IUCN Programme collaboratively. It invites Members, where their priorities and capacities align with the Programme, to participate in its implementation. The Charter comprises a set of principles

The Principles of the Charter are relevant to development and implementation of the NRGF:

- ***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*

¹ IUCN One Programme Charter – Adopted at the IUCN World Conservation Congress, Jeju Korea 2012

- **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.*

The One Programme Charter comprises commitment statements for each constituent part of IUCN:

- Roles and Responsibilities
- Expected Behaviours through for each of the parts of the Union covering
 - **Organizational culture**
 - **Programme development, delivery and financing**
 - **Accountabilities.**

Acting on the One Programme Charter - Opportunities

The IUCN Secretariat sees its work with Members in the Region involving the following roles²:

- Coordinator and Joint Implementer
- Convenor and Facilitator
- Grant Maker and Fundraiser
- Adviser and Expert Institution and Capacity Builder

There are good examples of the Secretariat working together with IUCN Commissions and Members to develop and deliver projects and larger initiatives in the IUCN Programme including in the regions (see the document in footnote 2) as well as at the global level for example the IUCN Red List and the World Protected Areas Congress.

Acting on the One Programme Charter – Challenges

However challenges remain which need to be overcome in making the NRGF a successful Union-wide initiative including:

- Old habits of keeping control within one constituent part – Secretariat, Commission
- Competencies focused on project management and direct implementation where facilitation and networking skills are needed
- Competition for resources
- Financing the involvement of Commission members and IUCN members
- Adequate accountability mechanisms for programme delivery by non-secretariat parts of the Union.

Measuring Progress on Implementing the One Programme Charter

The IUCN Financial Plan for 2013 – 16 includes the following indicators of progress:

² Overview of Cooperation between IUCN Regional Secretariat and IUCN Members. Information Brief to Council , November 2012

- Broad participation in Programme delivery: Extent of collaboration with and involvement of Members National / Regional Committees and Commissions
- Assessment of percentage and value of work delivered with and through each component and number of Members, National / Regional Committees and Commissions involved
- Adequate funding of Commissions for Programme Areas - The use of total funding of Commissions collectively and individually measured by share of different funding sources, and break-down of the use of funds by purpose and Programme Area

These can be used as measures of success for the NGRF applying the One Programme Approach.