

20-year strategic vision for the Union

Strategy Project Initiation document

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Introduction

This document serves as a project initiation document, laying out the scope and level of effort required to implement [2021 Congress Resolution 147: Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union](#).

The document is based on the Director General’s proposal to Council at its 107th meeting, outlining the structure and high level timeline for implementation, [Decision C107/16](#); IUCN External Reviews, insights from the IUCN Council retreat (16-17 May 2022), and the proposals of the Finance and Audit Committee (FAC) of IUCN Council on the development of a fit-for-purpose long-term financial strategy for IUCN.

WCC-2020-Dec-147-EN
Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union

The IUCN World Conservation Congress 2020, at its session in Marseille, France:
REQUESTS the IUCN Council, as a matter of priority, to establish an intersessional Council working group including IUCN Members to lead and work with the Director General:

- a. to define a consultative process to undertake the following:
 - i. undertake a global situational analysis of IUCN that takes into account all points raised in the external review;
 - ii. develop options to address the points raised in the *External Review of Aspects of IUCN’s Governance*, including strengthening Council’s capacity to carry out its oversight and governance roles, and if needed, reviewing its membership models and any other needed organisational change;
 - iii. develop a long-term (20 years) integrated Strategic Vision that includes a Financial Strategy, and Strategic Plan and other implementation plans, as needed, that follow the four-year planning process of the Union; and
 - iv. establish a clear roadmap to ensure that the Union effectively and efficiently fulfils its mandated objectives, including by actively engaging its membership, while ensuring financial sustainability;
- b. to consult with the IUCN membership during the process, including sharing the proposed process, the composition of the working group, and the situational analysis and the outcomes of that strategic planning process and options developed in a.ii; and
- c. to submit the Strategic Vision, Financial Strategy and Strategic Plan and options developed in a.ii. to a vote by the Members before the end of the next World Conservation Congress.

More details including the draft Terms of Reference proposed by the IUCN Council can be found [here \(https://iucn.s3.eu-west-3.amazonaws.com/en/CGR-2021-8.1-1_10_Development_of_Vision_with_Financial_Strategy_and_Strategic_Plan.pdf\)](https://iucn.s3.eu-west-3.amazonaws.com/en/CGR-2021-8.1-1_10_Development_of_Vision_with_Financial_Strategy_and_Strategic_Plan.pdf).

Context

IUCN is a democratic Union, bringing together more than 1400 Members, including national and subnational governments, international and national non-governmental organisations (NGOs) and Indigenous Peoples Organisations (IPOs) 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 Vision
A just world that values and conserves nature

IUCN's claim is that we are the **global authority on the status of the natural world and the measures needed to safeguard it**. Meanwhile, biodiversity is declining at rates unprecedented in human history; species are disappearing at a rate one hundred to a thousand times quicker than normal. According to the IUCN Red List of Threatened Species™, some 28% of more than 140,000 species assessed are threatened with extinction. The impact humanity has had on our ecosystems is reaching irreversible limits which require a fundamental change in the way we produce, trade and consume natural resources.

Additionally, in 2020, the COVID-19 pandemic compromised health systems, brought nations to a halt, and disrupted economies globally; in many cases, with negative impacts on nature. This, coupled with armed conflict in Eastern Europe and anticipated [upcoming global food crisis](#).

Internally, despite financial challenges that had reduced IUCN reserves, the organisation has managed to grow its project portfolio, increase its membership, navigated the COVID-19 crisis and is currently presenting surplus budgets. In 2021, Members also elected a new Council that is actively supporting the Union. This presents a positive scenario to advance the development of an IUCN strategy for the future. It is, however, important to note that IUCN's business model has been questioned on a number of occasions in the past, particularly in early 1980s when IUCN was fully dependent on Members (e.g. WWF) to survive financially. For more information, see [The Green-Web](#) by Martin Holdgate.

IUCN has also had a series of external reviews in the past years on programme delivery and governance: the [External Review of Aspects of IUCN's Governance](#) (herein Governance Review 2019), the [External Review of IUCN's Development Relevancy](#), [External Review of IUCN 2017-2020](#) and the [External Review of IUCN 2014-2017](#) amongst other.

Looking ahead, IUCN will need to be more responsive and agile in the rapidly changing external context. The development of a new strategic direction for IUCN was a key recommendation of the [Governance Review 2019](#) conducted by Stewardship and Governance Associates (SGA). Although the external context has evolved, and arguably gotten more volatile and thus worse than at the time of the Review, the recommendations remain relevant and should be taken into consideration in the development of the 20-year strategic vision for the Union.

Finally, it is important to note that in an attempt to strengthen the Union and recognising that IUCN's unique strength lies in effective collaboration across the different parts of the Union (Members, Commissions, Secretariat), the IUCN Council, at its 76th meeting in 2011, adopted the [One Programme Charter](#). The Charter establishes the high-level principles of collaboration within the Union. These should be considered as part of the strategy vision development process.

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

Methodology

This section provides a step by step overview of the work required to implement the Resolution. In reviewing the Resolution, and the annexes to the Motion, it has been determined that there are four phases of the project, within which sit a set of workstreams, activities and deliverables.

The four phases are:

- I. Inception – defining the scope and cost
- II. Development of vision options and financial implications
- III. Consultation with Members and integration of feedback
- IV. Preparation of final draft for submission to Congress, including Statutory reforms

The required level of effort (LoE) for each phase is prescribed throughout the section below. The estimate is presented in days; and there is a twofold differentiation as follows:

- 1) Staff time, including DG – this covers staff days required to implement the project, including but not limited to: day to day management, coordination, drafting and budget management. This estimate also includes leadership staff time, including the Director General (DG), Regional Directors, Deputy DGs, CFO, Special Adviser to DG, Office of the Legal Adviser and Head of Programme Performance, Monitoring and Evaluation (PPME) amongst other.
- 2) External input – captures the estimated LoE for consultant and/or external input required.

I. Inception

Following [Decision C107/16](#) of the IUCN Council, it is proposed that the call for expressions to Members who wish to join the Steering Committee is issued as soon as possible upon Bureau’s approval of this document.

Note that Steering Committee check points are not included in the methodology and workplan, as those will be determined once the group has been formed. Council check ins and approvals are included, bearing in mind Council’s quadrennium calendar.

Workstream	Activity	Deliverable	Staff time	Consulting
Inception: Defining the project	Develop Project Initiation document for Steering Committee including IUCN Members to lead and work with the DG	Project Initialisation document	5	
	Council checkpoint: Bureau approval of project initiation document			
	Issue call for expressions of interest (EOI) to Members to become part of Steering Committee; recommend names for appointment by Council	EOI Message to all Members	1.5	
	Council checkpoint: Council (or Bureau) approval of project Steering Committee		2	
	Kick off meeting with Steering Committee		1	

II. Development of vision options and financial implications

The second phase of the project requires a substantial amount of background work. It features a comprehensive desk review and assessments to derive a set of strategic vision options, each accompanied by financial plans and analysis which lay out the financial implications of the vision

option. It also features the review of IUCN’s Financial Plan and financial assessment requested by the FAC. This phase will require input from external consultants.

Workstream	Activity	Deliverable	Staff time	Consulting
Global IUCN review - situational analysis	Desk review of vision, mission and governance amendments over time, evolution of IUCN, and rationale for changes	Desk review	5	
	Landscape assessment (i.e. situational analysis), including SWOT – partners, competitors and IUCN positioning.	IUCN Review	15	30
	Check point with Programme Performance Monitoring and Evaluation and Framework Partners on alignment with External Review of IUCN Programme 2021-24, intended to feed into this process		8	
IUCN Governance Review and associated reforms	Development of recommendations and set of implementable follow up actions derived from the 2019 External Governance Review.	Action plan	30	
	Derive a set of proposed substantial governance reforms (if any) and implications	Governance reforms	20	
Strategic vision - Options	Develop a set of strategic vision options (between 2 and 5)	Strategic vision: Options	25	
	Develop an assessment of risks and implications for each option	Risk assessment	12	
Financial strategy	Retain consultant to review and analyse IUCN financial strategy (in line with FAC decisions), to determine whether it is fit for purpose	Revised financial strategy	20	40
	Develop a high level financial plan for each of the strategic vision options, in line with findings from the review of IUCN financial strategy	Financial plan	15	5
Compilation for consultation	Compilation of consultation package, namely: strategic vision options and associated financial plans	Draft report for consultation	3	
	Council meeting 109: approval of consultation package for consultation		7	
Consultation planning	Translate documents into all IUCN official languages (FR & ES)	FR and SP versions	0	
	Prepare consultation plan – including both online and in-person consultation (via Regional offices and National Committees)	Consultation plan	5	
	Develop material for all means of consultation – online (e.g. survey), and logistics/agenda for in person consultation		10	20

III. Consultation with Members and integration of feedback

The consultation phase is crucial. As prescribed in the Resolution, given the importance of this work, the consultation should be substantive, through IUCN Regional Offices and Members’ National and Regional Committees’. The engagement must be meaningful, and as such, it is advised that this

phase is at least six months long. It is also recommended that the consultation is conducted through a two-fold approach – online and in person.

The intent is that the online consultation will be conducted via the digital member zone, the budget of which was approved by Council at its 107th meeting. The digital member zone is expected to be ready in time for the consultation phase. It is anticipated that the platform will require add on-s to accommodate the consultation, hence a smaller budget is proposed for this (see Budget section below: Expenses breakdown).

Given the consultation will be on a set of strategic vision options, to enable a meaningful engagement, it is imperative that a consultation report is developed, that captures a summary of the feedback provided, any trends, and proposed way forward based on Members’ input.

It is important the 20-year strategic vision effort is aligned with the process for the Revision of the Statutes: 2021 Congress Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress. A key point of divergence is that 20-year Strategy is prepared for next Congress, in 2025, while the proposed amendments for the effective attendance and participation of Members will be voted online in Q1 of 2024, i.e. ahead of the Congress. Nevertheless, the consultation phase of both is expected to take place in 2023, and therefore it is advised that the two processes are complementary.

Finally, it is important to utilise existing events and processes of the Union, such as the Regional Conservation Forums. The 20-year strategic vision and financial plan will have to be ready in time for the Forums to enable the drafting of the Statutory amendments (see Workplan section below). Therefore, it is proposed that the 20 years strategic vision is socialised at the Regional Consultation Forums to ensure strong buy in and ownership amongst Members of the Union. To achieve this, it is recommended that the Consultation Report is presented during the Forums.

Workstream	Activity	Deliverable	Staff time	Consulting
Consultation	Launch digital consultation (e.g. through an event)	Online launch event	6	
	Conduct in person consultation (via National Committees & other means)	Summary notes from in person meetings	90	
COUNCIL Checkpoint	Council meeting 110: findings from consultation for discussion and alignment on way ahead		7	
Integrating feedback	Review and integrate comments from Members	Revised strategic vision	30	
	Prepare a report that summarises how feedback was addressed	Consultation Report	10	

IV. Preparation of final draft for submission to Congress, including, Statutory reforms

Once all feedback is digested and addressed, and a report on the consultation is finalised – the project will enter its final phase – of preparation of final documents for submission to IUCN Congress 2025. The package is intended to include: the 20-year strategic vision, roadmap for implementation and financial strategy. This will then trigger the preparation of any and all Statutory and regulatory changes required to implement the new 20-year strategic vision and financial strategy.

The package will be prepared in IUCN’s 3 official languages – English, French and Spanish.

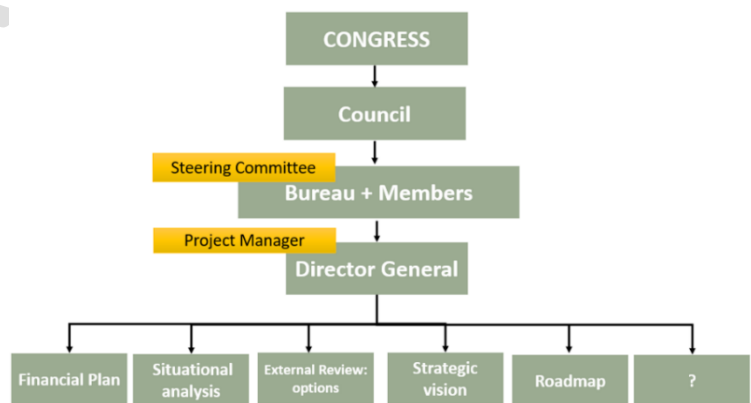
Workstream	Activity	Deliverable	Staff time	Consulting
Preparation of 20 year strategic vision and financial plan	Finalise the 20-year strategic vision based on consultation findings	20-year strategic vision and implementation roadmap	13	
	Develop a roadmap for implementation, including what, how, who, when	Implementation Roadmap	25	
	Finalise revised financial strategy for submission to Congress, aligned with strategic vision	Final draft of Financial Strategy	10	5
COUNCIL Checkpoint	Council meeting 111: Approval to proceed with drafting Statutory amendments		10	5
Statutory reforms	Draft a set of amendments to the IUCN Statutes for submission to Congress	Statutory reforms	52	
	Update the set of implications and risks associated with these changes (see Phase II above)	Risks	3	
Submission to Congress	Consolidate and review the package to be submitted to Congress 2025	FINAL document	7	
	Translation of final document into FR and ES	Translations	5	

Roles and responsibilities

Given the estimated level of effort of this project, it is advised that the internal Project Lead is appointed at full time capacity, or at a 80% capacity minimum, subject to agreement with Project Lead.

The proposed overarching structure of the project was approved by Council at its 107th meeting (Figure 1, right). It will be important for the Steering Committee to be agile and able to convene and take decisions in an efficient manner. The group can be convened at key points in time and in the run up to milestones.

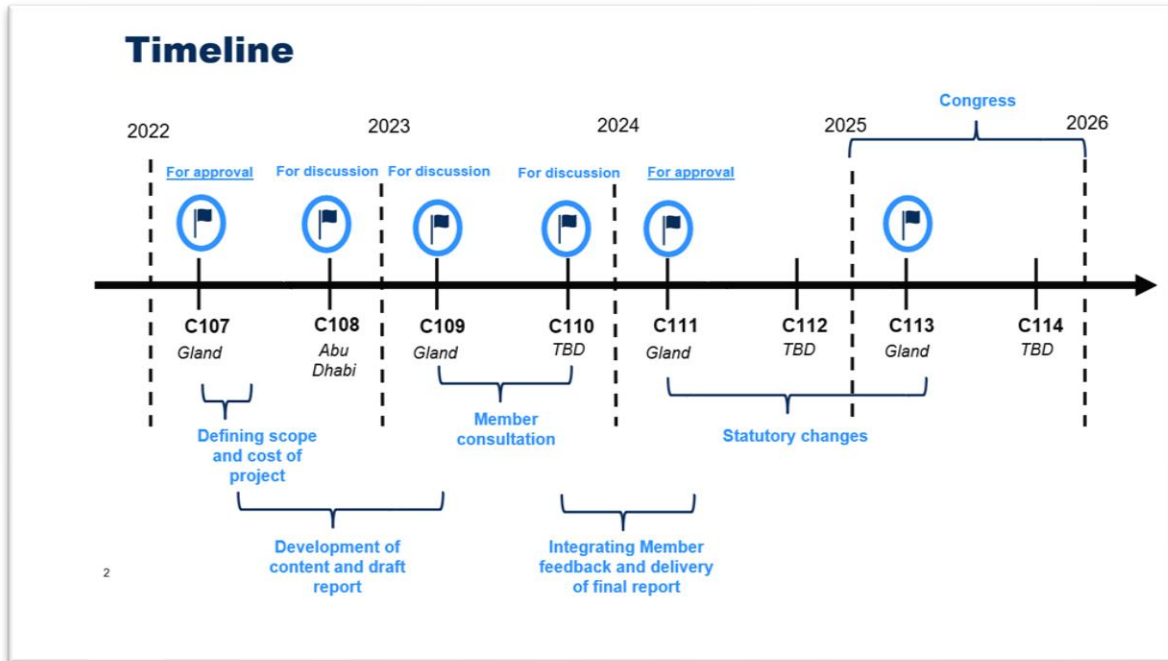
Figure 1: Project structure approved at C107



Workplan

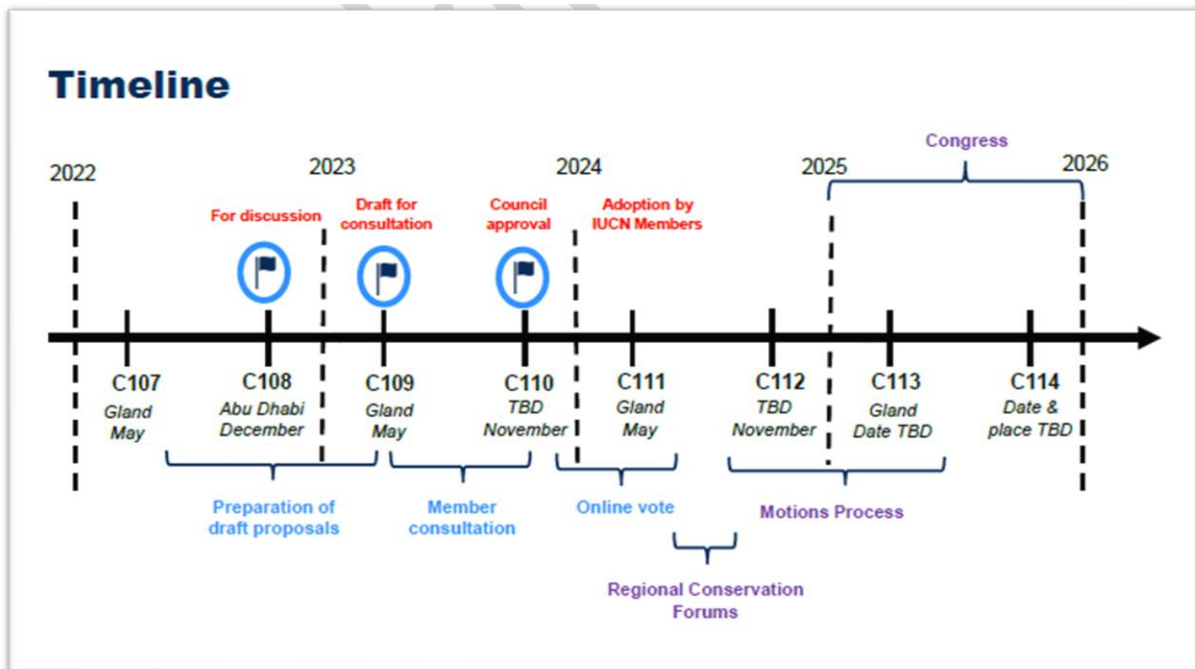
The workplan (Figure 4: Project Workplan, page 8) is based on the proposed workstreams and the overarching timeline approved by the Council at its 107th meeting (C107/16; Figure 2 below). The workplan contains Council check in points and milestones; it does not include check points for the Steering Committee as those will be determined once the group is established.

Figure 2: Overarching timeline for 20-year strategic vision process, approved at Council 107



As noted in the Methodology section (Consultation phase), it will be important to align the consultation process of the Congress Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress with this effort.

Figure 3: Overarching timeline for Implementation of Congress Decision 148, developed by the Resolution Advisory Group



Budget

This section lays out the required budget for implementation. The first table shows the total budget, followed by the breakdown of fees (i.e. staff time, including Director General, and consultants), and expenses.

The average rate per day (see Fees breakdown) is an average estimate based on salary costs of relevant staff.

Total Fees (CHF)	707,750.00
Total Expenses (CHF)	73,450.00
GRAND TOTAL (CHF)	781,200.00

Fees breakdown

Summary

	Staff time	Consulting
TOTAL DAYS	452.5	105
Average rate per day (CHF)	1,100.00	2,000.00
Total (CHF)	497,750.00	210,000.00

GRAND TOTAL - Fees and staff time (CHF)	707,750.00
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The FTE breakdown equates to 425.5 working days which constitutes 2.25 FTEs over 3 years.

Breakdown by phase

It is important to note that these are estimated numbers. It is expected that the project will be dynamic, with required flexibility, and as such, these breakdowns should be interpreted as estimates.

Phase I: Inception – Defining the Project – year 2022

	Project Lead	Regional Directors & Membership Focal Points	Legal Adviser	Other staff, including Executive Board	Translations	Consulting
TOTAL ESTIMATED DAYS: Phase I	3			6.5		
Average rate per day (CHF)	1,100.00	1,000.00	1,200.00	1,150.00	1,100.00	2,000.00
Total (CHF)	3,300.00	-	-	7,475.00	-	-

Phase II: Development of vision options and financial implications – years 2022-2023

	Project Lead	Regional Directors & Membership Focal Points	Legal Adviser	Other staff, including Executive Board	Translations	Consulting
TOTAL ESTIMATED DAYS: Phase II	114	8	0	53	5	95
Average rate per day (CHF)	1,100.00	1,000.00	1,200.00	1,150.00	1,100.00	2,000.00
Total (CHF)	125,400.00	8,000.00	-	60,950.00	5,500.00	190,000.00

Phase III: Consultation with Members and integration of feedback, years 2023-2024

	Project Lead	Regional Directors & Membership Focal Points	Legal Adviser	Other staff, including Executive Board	Translations	Consulting
TOTAL ESTIMATED DAYS: Phase III	57	80		6		
Average rate per day (CHF)	1,100.00	1,000.00	1,200.00	1,150.00	1,100.00	2,000.00
Total (CHF)	62,700.00	80,000.00	-	6,900.00	-	-

Phase IV: Preparation of final draft for submission to Congress, incl. Statutory reforms, year 2024

	Project Lead	Regional Directors & Membership Focal Points	Legal Adviser	Other staff, including Executive Board	Translations	Consulting
TOTAL ESTIMATED DAYS: Phase IV	47	2	50	16	5	10
Average rate per day (CHF)	1,100.00	1,000.00	1,200.00	1,150.00	1,100.00	2,000.00
Total (CHF)	51,700.00	2,000.00	60,000.00	18,400.00	5,500.00	20,000.00

Expenses breakdown

Expenses category	Project Phase	Description	Unit	Cost (CHF)	TOTAL
Digital platform	Phase II & III re: Consultation	Online platform to accommodate virtual consultation with members in 3 languages	1	10,000.00	10,000.00
Travel	Phase III re: In person Consultation	Flights - 11 regions - 3 return flights per Regional Office/Hub	33	1,500.00	49,500.00
		Local travel	33	50.00	1,650.00
Accomodation	Phase III re: In person Consultation	Average cost of Hotel+per diem	50	150.00	7,500.00
Translations	Phase III & IV	Translation of draft and final documents in ES and FR	4	1,200.00	4,800.00
TOTAL EXPENSES					73,450.00

Risks and limitations

This final section provides a high-level overview of the anticipated risks and limitations. The risk assessment includes the proposed treatment and mitigation measures to enable successful delivery.

No.	Risk title	Risk event <i>(Enter a brief description of the risk. Risk description should include future event and cause)</i>	Consequence <i>(If this risk occurs what could be its consequences/impacts on?)</i>	Likelihood <i>1 Not likely 2 Low likelihood 3 Moderate likelihood 4 High likelihood 5 Expected</i>	Impact <i>1 Negligible 2 Minor 3 Intermediate 4 Extensive 5 Extreme</i>	TOTAL SCORE (1-25)	RISK LEVEL	Risk Treatment / Mitigations Measures <i>Indicate what actions have been taken/will be taken to manage this risk. Each risk can have multiple treatment measures.</i>
1	Funding	Inability to secure necessary funds for implementation	Inability to implement the project as prescribed in the Congress Resolution	2	5	10	MEDIUM	Seek funding from IUCN reserves
2	Time constraints	Inability to work at the pace required due to need to accommodate all Union perspectives	Inability to deliver on time	3	5	15	HIGH	Effective and proactive leadership of DG and President throughout the process to respect the timeline
3	Diverse views across the Union	Possibility that Members have very different views on the strategic vision; particularly among the different membership categories	Inability to reconcile views	2	5	10	MEDIUM	Diligent and meaningful consultation, with sufficient time and resources and via more than one means (e.g. in person and online)