

# **DISCUSSION PAPER**

## **REGIONALISATION AND DECENTRALISATION REVIEW**

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IUCN Regionalisation & Decentralisation  
Core Team<sup>1</sup>**

**NOVEMBER 2002**

This paper is provided to stimulate discussion among staff with a view to reaching a well-informed Findings Paper on IUCN Regionalisation and Decentralisation Process. Comments shou

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## **INTRODUCTION**



**Synthesis of the External Reviews:**

decentralizing to the point that  
it loses its over-all programming coordination and policy capacities at the central level.”

IUCN needs to find ways  
in which the headquarter  
IL/Coordinating Unit  
the need for regional and national  
policies and strategies  
to be developed at the regional and national levels  
in order to ensure the effective implementation of the  
Convention on Biological Diversity.

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**SECTION 1:**  
**HISTORICAL REVIEW OF IUCN SECRETARIAT'S**  
**REGIONALISATION AND DECENTRALISATION**  
**PROCESS**

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**1 INTRODUCTION**

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*In dealing with IUCN, one must always bear in mind that there never has been and undoubtedly never will be, any other human organisation even remotely resembling it. Its peculiarities, subtleties and complexities are sometimes mind-boggling*

*“...IUCN was very much a European creation dominated for the first part of its existence by Belgians, British, Dutch, French and Swiss. ... Yet from the outset the organisation was looking South. It was concerned with the need for conservation in the developing world, and with supporting new and vulnerable environmental movements that were beginning in Africa, Asia and Latin America.*

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*“...this was a period of strengthening science and influence. It overlapped the first stage, beginning in Copenhagen in 1954, with the election of the French biologist Roger Heim as President, ga*

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*(WCS) in 1980*

*“...its high point was the launch of the World Conservation Strategy*



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### 3 FOCUSING ON R&D STRATEGIES AND PROCESSES

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#### *1994 Strategy*

*Decentralisation*

*Regionalisation*

*“the aim of regionalisation is to build a strong, worldwide Union.  
But the process must avoid fragmentation, for it is only as unified entity that IUCN can realise its  
potential to influence developments at global level.*

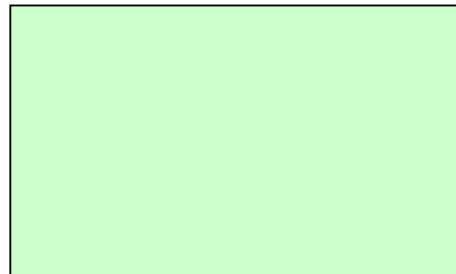
***Decentralisation,***

***Taskforce on Regionalisation and***

*"... the increasing global impact of local events and processes and the unprecedented challenges human society faces in a rapidly evolving social, economic and environmental context that differs subtly from region to region and country to country. In this dynamic environment IUCN needs to reach out to and understand these changes as they happen, and to feed this information back into the design of its programme, of its structures and of its procedures. Global conservation policy in particular needs to be based upon an understanding of changes on the ground, while national actions need to be aware of supporting the role of evolving global policy".*

*regionalisation*

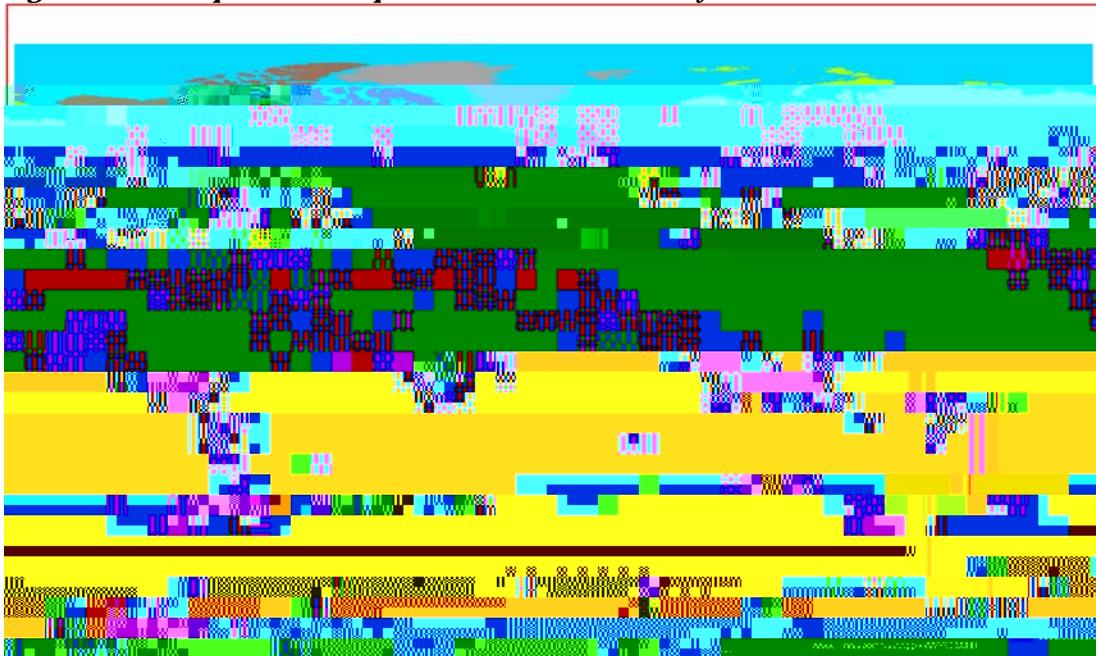
*decentralisation*



***Figure 1: IUCN's presence compared to areas of biodiversity endemism in 1994***



***Figure 2: IUCN's presence compared to areas of biodiversity endemism in 2002***







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## 4 CONCLUDING REMARKS

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*for the Earth*

*World Conservation Strategies*

*Caring*



**SECTION II**  
**SYNTHESIS OF PERFORMANCE ISSUES RELATED**  
**TO REGIONALIZATION AND**  
**DECENTRALIZATION**

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## 5 PROGRESS IN REGIONALIZING AND DECENTRALIZING

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### 5.1 Current status of Measures taken

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## **6.1 Current status of Measures taken**

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## **8 FINANCIAL VIABILITY AND SECURITY**

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### **8.1 Current status of Measures taken**

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## **9 OPERATIONAL SYSTEMS AND CAPACITIES**

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### **9.1 Current status of Measures taken**

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## **10 MANAGEMENT, LEADERSHIP AND VISION**

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### **10.1 Current Status of Measures taken**

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## **11 POLICY DEVELOPMENT**



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## 13 COMMISSIONS

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**TABLE ONE: EVOLUTION OF PERFORMANCE ISSUES 1991-2002**

<b>Performance area / issue</b>	<b>1. Review 1991-1993</b>	<b>2. Review 1994-1996</b>	<b>3.</b>
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Performance area / issue	1. Review 1991-1993	2. Review 1994-1996	3. Review 1996-1999	4. Strategic Reviews 2001	5. Compass Study 1998	6. Bangkok Regional Director meeting 2002	Current Status of M Taken
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**SECTION 3**  
**THE CHANGING EXTERNAL ENVIRONMENT:**

## **A. The Impacts of Globalization**

### **1. The Trade Agenda**

### **2. Foreign Direct Investment**

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*The Lexus and the Olive Tree.*

*Investing in the Future: Harnessing Private Capital Flows for Environmentally Sustainable Development.*



**Implications for IUCN:**

**ulef6-4.7s**







**A. The Poverty Alleviation Focus**

**Implications for IUCN**

**B. The Rightward Shift in European Governments**

*aggregate*

**Implications for IUCN:**

**C. The Apparent Donor Shift to a Sectoral Approach**

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**17 IUCN'S NICHE**

**WHAT MAKES US SO SPECIAL?**

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***Discussion Question #3: How is IUCN's niche evolving and how can IUCN adapt to ensure complementarity with our members rather than competition?***





**ANNEX 1: SYNTHESIS OF PERFORMANCE ISSUES  
FROM 1991-2002**

**The External Reviews of 1991 – 2000**

**External Review of 1991**

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### **3. The 1999 Review**

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### **4. The Compass Study**

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### **5. The Strategic Reviews of 2001**

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**ANNEX 2**