Shaping a Sustainable Future for South-Eastern Europe

Strategic Plan for IUCN in SEE

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Acronyms and abbreviations

BfN	Federal Agency for Nature Conservation
BiH	Bosnia and Herzegovina
CBD	Convention on Biological Diversity
CEC	Commission on Education and Communication
CEESP	Commission on Environmental, Economic and Social Policy
CEM	Commission on Ecosystem Management
CEPA	Communication, Education and Public Awareness
CIC	International Council for Game and Wildlife Conservation
CSO	Civil Society Organisations
DAI	Dinaric Arc Initiative
ECENA	Environment and Climate Regional Accession Network
ECNC	European Centre for Nature Conservation
ECRAN	Environmental Compliance and Enforcement Network for Accession
DAI	Dinaric Arc Initiative
EU	European Union
EU IPA	European Union's Instrument for Pre-Accession
FAO	Food and Agriculture Organization of the United Nations
FASRB	Framework Agreement for the Sava River Basin
FSC	Forest Stewardship Council
FYR	Former Yugoslav Republic
GA	Government agency
GDP	Gross Domestic Product
GPAP	Global Protected Area Programme
IBA	Important Bird Area
ICPDR	International Commission for the Protection of the Danube River
IPA	Important Plant Area
ISRBC	International Sava River Basin Commission
IUCN	International Union for Conservation of Nature
IUCN CMC	IUCN Centre for Mediterranean Cooperation
IUCN HQ	IUCN Headquarters
ΦƷ>˙C55˙˙	ΦƷ>˙@b_W˙O]] U˙? V˙(SU˙V_bC_ec̗t5Ocd̗Ub^˙5eb_` U
KBA	Key Biodiversity Area
MAB	Man and Biosphere
MoU	Memorandum of Understanding
MS	Member State
n/a	not appplicable
NGO	Non-governmental organization
PA	Protected area
@21˙˙˙	@bY˙ U˙2edd̗U̗b̗ i ˙1 b̗U̗Q̗
RAPPAM	Rapid Assessment and Prioritization of Protected Area Management
REC	Regional Environmental Centre for Central and Eastern Europe
RENA	Regional Environment Network for Accession
SEE	South-Eastern Europe
SNV	Netherlands Development Cooperation
SSC	Species Survival Commission
TBPA	Transboundary Protected Area
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
E>5C3?˙	E ^Y̗U̗T˙>˙Q̗d̗Y̗_^c̗˙5TeSQ̗d̗Y̗_^O̗f̗lCSY̗U̗^d̗(S˙Q̗^T˙3 e˙d̗e̗Ub̗U̗'? b̗N̗Q̗^Y̗Q̗d̗Y̗_^
WCEL	World Commission on Environmental Law
WCPA	World Commission on Protected Areas
WDPA	World Database on Protected Areas
WH	World Heritage
WHP	World Heritage Programme
WWF	World Wide Fund for Nature

Summary

1. Introduction

IUCN is today the largest professional global conservation network dealing with environment and sustainable development, with more than 1,200 member organizations including 200+ government and 900+ non-government organizations and almost 11,000 voluntary scientists and experts, grouped in six Commissions Y`c_] U`! &ž`S_e^dbYUcd`𝔽 3 > c`g _b[ `Y:`ce` ` _bdUT`Ri `_fUb! fłžž`cdQWY`$%`_V(SUc`Q^T`Xe^TłÜUTc`_V` Qbd^Ubc` in public, NGO and private sectors around the world. IUCN is the world's leading authority on conserving nature and natural resources for people's livelihoods, setting standards, fostering policies and bringing together a diverse membership of States, government agencies and civil society organisations to seek out nature-based solutions to global challenges and environmental governance, aimed at sustainable development and biodiversity conservation on the ground.

The IUCN Balkan Initiative Programme was initiated in 2002 at the European IUCN/WCPA meeting in Pörtschach, 1 ecdb𝑄d`CeRcUaeU^di flQ] UUd𝑌`WXUⁿ`Qd𝔽 3 > XU𝑄T aeQbdUbc`Y^`7`Q^T flCg`𝑌𝑔UbQ^T`Y^`6URbeQb𝑖 `"`žž#𝑌T U^d(UT`dXU` clear need for a special sub-regional programme concentrated on the Balkans. As a result of these mentioned UW_bdc fldXU`𝔽 3 > @b_WbQ]] U`? V(SU`V_b`C_ed𝑋Ł5QcdUb^`5eb_` U`g Qc`UcdQR𝑌cXUT`Y^`c` b𝑌^W"`žž$`Y`2UWbⁱ𝑖𝑄TUflQd d𝑋QddⁿꞀ U`CUbRY𝑄Q^T`= _^dU^UWb_𝑖H DXUꞀbQd𝑌^QU𝑌`V_b𝑖c`UcdQbR𝑌cX] U^dg Qc`RQcUT` _^dXU`𝑌T U^d(SQd𝑌^`_`V𝑜dXU^𝑌𝑆XUꞀ in which a sub-regional programme for South-Eastern Europe, then referred to as the Balkans, could put IUCN S_^cUbfQd𝑌^`UW_bdc`V_bg`QbT`] _bU`UWUSdYfU\H DXU`{bcdcdbQdUW𝑌S``𝑄^`V_b`dXU`C55`𝑏UW𝑌^`U^`U^d𝑋dUT`v3`_^cUbfQd𝑌^` without Frontiers" was prepared the same year and served as a guiding document for IUCN in SEE from 2004 to 2013. This plan addressed the recommendations ensuing from discussions held at the IUCN Members Meeting in Novi Sad, Serbia on 7-8 March 2004. One of the central aims of the IUCN Strategic Plan was to promote the region as a European treasure chest of cultural and natural heritage.

Since 2004, a number of changes, environmental, political and structural, have occurred both across the region and in IUCN. All these changes have prompted the need to review the IUCN 2004 SEE strategy and launch a new process to set mid-term targets and priorities for IUCN in South-Eastern Europe. Hence, in December "ž! "fldXU`𝔽 3 > @b_WbQ] ] U`? V(SU`V_b`C_ed𝑋Ł5QcdUb^`5eb_` Uflg Y𝑋`dXU`ce` ` _bd Vb] ` `dXU`= 1F1`6_e^TQd𝑖_^fl initiated the process of reviewing and updating IUCN's regional strategy. The process, facilitated by IUCN SEE, assumes broad consultation between the IUCN constituency and partners in SEE and beyond, including the IUCN SEE Members' meeting held in Tirana, Albania on 6–7 March 2013. The aim of this process was to cUd] `Y𝔽łdUb𝑗 `CdbQdUW8`4`𝑌USd𝑌^`c`V_b`𝔽 3 > `Y`C55`d_`"ž!  C5q   A A =    "ž^d`   e^

2. Regional context

2.1 Background

DXU˙C_edꭗＬ5ＱｃꝺUb^˙5eꝗ_˙UＱ^˙ꝔUＭꝨ_^flＱｃ˙TU{^UT˙Ri˙dXU˙"žž$˙Ｆ3>˙CꝺꝠꝺUＭꝤS˙˙ＹＱ^˙Ｖ_�652C_edꭗＬ5ＱｃꝺUb^˙5eꝗ_˙Ufl encompasses Albania, Bosnia and Herzegovina, Bulgaria, Croatia, FYR Macedonia, Montenegro, Romania and Serbia. It is part of the IUCN Statutory Region East Europe, North and Central Asia. The region is known for its biodiversity values, rich tradition and history. Geographically, the region is very diverse. It encompasses the whole of the Dinarides, the Balkan, Rhodope and Pindus mountain ranges, as well as parts of the Carpathians and the Pannonian Plain. Its southern parts belong to the Mediterranean Basin, while the northern areas belong to dXU˙4Ｑ^eRU˙B˙YꝔUꝗ2ＱｃꝨ‑4eU˙ꝺ_˙TꝔfUꝗcU˙Ｙ^|eU^SUｃ˙Ｙ^˙dXU˙ꝔUＭꝨ_^˙dꭗꝗ_eＷꭗ_edXＹꝺꝝꝵfld꭛UｃU˙S_e^ꝺꝔUｃ˙U^S_]˙`Ｑｃｃ˙ a range of ethnic groups, languages and religions, thus creating an immense cultural diversity but also diverse land use patterns. The centuries-long use of natural resources, coupled with urban sprawl, recent economic growth and infrastructure development has posed great pressures on biodiversity and placed it under increasing threat. Yet, due to the predominantly mountainous character of the region and harsh living conditions that stem Ｖ_]˙˙ＹꝺfꝠꝺＹｃ˙cꝺꝝ˙_ccＱꭞꝨ'U˙ꝺ_˙{^T˙fＱｃꝺꝺꝺＱSꝺc˙_Ve^c`_Ꝩꝺ^ＱꝺꭲU˙ＱＷT˙`꭛ꞁｃꝺꝩＹXＱＲＹＱꝺꝺꭥ˙

Politically, the region has undergone major changes in the past twenty years caused by the disintegration of Yugoslavia, the subsequent armed S_^|ＹSꝺ˙ＱＷT˙cꝺꝝ_^W˙5E˙ＹＷꝺUＭꝩＱꝺꝝ_^˙ processes. Today, the region is characterized by the relatively small size of countries with numerous state borders. Among several integrative processes in the region, EU accession ranks very high. Bulgaria and Romania joined the EU in 2007, Croatia in July 2013, while FYR of Macedonia, Montenegro, and Serbia have received the status of candidate countries. It is expected that Serbia will begin EU negotiations in 2014.

The region has experienced depopulation in the last 20 years mainly due to unfavourable economic conditions.

Population growth varies, showing positive trends in Albania and Kosovo*, FYR Macedonia and Montenegro. Rural population is decreasing in all countries at a higher rate than the overall country populations, showing a depopulation process of rural areas taking place across the region.

Table 2: Population growth and rural population growth – annual % in 2011
(Source: World Bank, 2013)[2]

Country	Population growth	Rural population growth
Albania	0.36	-1.89
Bosnia and Herzegovina	-0.21	-1.25
Bulgaria	-2.50	-4.55
Croatia	-0.34	-1.02
FYR Macedonia	0.16	-0.15
Kosovo*	1.51	no data
Montenegro	0.12	-0.40
Romania	-0.25	-0.31
Serbia	-0.45	-1.24

2.2 Sectors

2.2.1 Nature conservation

SEE is characterized by high biodiversity and large, relatively well preserved ecosystems. The high mountains have an outstanding diversity of plant species, and are one of the last retreats of large European carnivores, such as bear, wolf and lynx that have vanished in many parts of Europe. The most notable of all the large carnivores is the rare and endangered Balkan Lynx (Lynx lynx martinoi). Wetlands and water bodies are key for the conservation

Table 3: Main designation types in SEE countries

Country	PA coverage (%)[3]	Natura6 -1.2i4 -1.25 TM(dg)T470 8 205.1749 739.9348 Tm54.5549try			

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agencies subordinated to the ministries responsible for nature conservation. Nature conservation agencies also exist in the Republika Srpska entity of BiH and in Kosovo*. Similar structures are lacking in other countries. In

Adriatic coast, deforestation combined with harsh climatic conditions has left behind many barren slopes. As in the rest of Europe, natural lowland forests are in serious decline and have been replaced by pine and poplar plantations. Forests are managed intensively, which includes the vast majority of protected areas that still secure

actions needed to develop an integrated management of the basin in close cooperation among the Riparians.

DAI has proven to be an important regional process which has helped raise awareness, increase visibility and recognition, build partnerships and mobilize resources for the conservation of the Dinaric Arc. With its great leverage potential, DAI has paved the way for several subsequent processes such as the Big Win for Dinaric Arc, the Resolution for the Sustainable Development of the Dinaric Arc, Dinaric Parks, the Dinaric Arc transboundary conservation platform, as well as numerous site- and community-based projects and activities. One of the main achievements of DAI, led by WWF, was the signing of the 'Big Win for Dinaric Arc' Joint Statement of the representatives of the Governments of Albania, Bosnia and Herzegovina, Croatia, Montenegro, Serbia and Slovenia in 2008. The Governments agreed to foster transboundary cooperation in implementing the CBD Programme of Work on Protected Areas, with the aim to establish a well-managed and ecologically representative protected area network. By signing the statement, the countries recognized the importance of regional collaboration for transboundary management of protected areas, encouraging the exchange of experiences and exploring options for the enhancement of transboundary conservation across the Dinaric Arc. DAI has recently entered a new phase by setting up a Support Unit and working on a new Vision and Strategy for the initiative. IUCN continues to be an active partner in DAI by providing continuous support in the process of achieving its objectives.

2.3.2 European Green Belt

The European Green Belt is a 12,500 km strip stretching from the Barents Sea at the Russian-Norwegian border, along the Baltic coast, through Central Europe and the Balkans to the Black Sea, i.e. along the former Iron Curtain, which separated the European continent into East and West for nearly 40 years. The European Green Belt Initiative was established in 2003. Today, the Green Belt connects 24 countries, is a backbone of a

3. IUCN Constituency in SEE

IUCN has three main constituent parts: IUCN Members, Commissions, and the IUCN Secretariat. IUCN Members and Commissions are considered the backbone of the Union. They form IUCN's broad decision-making and knowledge base and are a key to the successful implementation of the strategy and programme.

3.1 IUCN Members

IUCN is a democratic membership-based organisation and its Members form the highest decision-making body of the Union, through the World Conservation Congress held every four years. Membership in the Statutory Regions of West Europe, and East Europe, North and Central Asia totals 403 Members (327 in West Europe and 76 in East Europe, North and Central Asia) as of the most recent IUCN Council meeting.

The IUCN Strategy for South-Eastern Europe encompasses the following countries: Albania, Bulgaria, Bosnia and Herzegovina, Croatia, FYR Macedonia, Montenegro, Romania, and Serbia. In early 2013, IUCN had a total of twenty-three (23) Member organizations in South-Eastern Europe, 15 of which in the NGO category and 8 as Government Agency without Member State. IUCN membership in SEE covers all countries except for FYR Macedonia. At the moment there are no National Committees in SEE. Apart from the region-based members, a number of IUCN Members with international outreach have been active in region, such as BfN, ECNC-European Centre for European Conservation, EuroNatur, Global Footprint Network, International Council for Game and Wildlife Conservation (CIC), Plantlife, Tour du Valat, WWF, etc.

Naturally, IUCN SEE has established close ties and cooperation with Kosovo and the following neighbouring countries: Greece, Hungary, Moldova, Slovenia and Ukraine. Further cooperation with Turkey has yet to be explored.

IUCN has a strong membership base in SEE with a rather equal distribution across categories and countries, yet enlarging the membership and strengthening the network are integral parts and goals of the IUCN SEE strategy.

IUCN Members are a key component towards achieving IUCN's Vision and Mission, actively contributing to the implementation of the IUCN Programme and priorities, both in the region and globally. Members participate in

4.

5. Mid-term Strategic Directions in SEE

ΦΞ3>¸c˙fˊYˊcˊ^˙Yˊc˙v0°Ẑcdg_bˉTˊdˊKˊQdfˊQeUc˙Q^Tˊ̇S_^cUbfˊUcˊ^QdˊeU‡˙? ebˉ=ˊYccˊY^˙Yˊc˙wd˙ˊY|eU^SUfˊlU^S_ebˊQˊVU˙Q^Tˊ 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 is a knowledge-based organization with expert advice and capacity development at the core of its mission. IUCN is committed to maintaining the highest possible professional standards in delivering capacity development programmes at all levels and according to its programme areas. In SEE, IUCN stands for the long-term protection of biodiversity and sustainable use of natural resources. Priorities for IUCN in SEE stem from the global and regional needs and dˊU^TcˊYˊ^QdˊeˊUˊS_^cUbfˊQdˊY_^flΦΞ3>¸cˊW_Qc˙QcˊTU{^UTˊRi˙dˊKUˊΦΞ3>ˊ@b_WˊQ]]ˊUˊ"žˊ#}"žˊ&ˊQ^TˊQˊRb_QTˊ_^YˊVˊU˙ and direct consultation process with IUCN Members, Commissions and partners undertaken after the 2013 IUCN World Conservation Congress, held in Jeju, Republic of Korea in September 2012. One important step in the consultation process in SEE was the online survey and the IUCN SEE Members' meeting held in Tirana, Albania from 6–8 March 2013. The Members' meeting brought together more than 40 participants, including IUCN Members, IUCN Commissions, partners and the IUCN Secretariat serving as a key platform for identifying IUCN's priorities in SEE.

Figure 2: IUCN SEE Strategic Directions by 2020

4ebˊYˊWˊdˊKˊUˊS_^ceˊdˊQdˊY^ˊˋ˙b_SUccfˊldˊKˊdˊUˊdˊKˊU]ˊQdˊSˊQ^TˊdˊKˊdˊUˊSb_ccɫSeˊdˊYˊWˊˊcceˊUcˊXˊQfˊU˙RUUˊ^ˊYˊTˊU^dˊ{UTˊQcˊ]ˊ˙Yˊ‡dˊUbˊ˙ Strategic Directions of IUCN in SEE by 2020, as outlined below.

5.1 Protected areas

IUCN is a global provider of credible knowledge and standards on protected areas. It spans a range of key knowledge products from the Protected Pl9Tm(IUnD6cTge and s1(W)18(o111₀05₂000₃₂6₀04600.)000₃₂6₀₂nns ooEmo2nT1mge)19a4

South-Eastern Europe, protected areas were at the core of IUCN's work from the outset, with PA network and S_fUbQWU'Q^T'UWUScfU'] Q^QWU] U^dQc'dg _'] QY^`' b_WbQ]] U'_RZUSdfUc'Qc'TU{^UT'Ri '℈3>'c'cdbQdUW'Y^''žž'$Hˈ Transboundary conservation ranks among the key programme themes when it comes to the Strategic Direction on protected areas. Protected areas will remain at the core of IUCN's work in South-Eastern Europe in the future and particular emphasis will be given to protected area coverage, management, and effectiveness.

5.2 Species conservation

IUCN's focus on species conservation has been thoroughly exercised throughout the decades. It is one of the pillars of the IUCN Programme 2013–2016 and the IUCN Red List of Threatened Species is recognized as one of the key knowledge products of IUCN, alongside Key Biodiversity Areas (KBA), another important IUCN knowledge product that IUCN intends to launch in the running quadrennial period. The IUCN Red List of Threatened Species is widely recognized as the most comprehensive, objective global approach for evaluating the conservation status of species. KBA is meant to be a global conservation standard (utilizing criteria derived from the IUCN Red List of Threatened Species and the IUCN Red List of Ecosystems) to identify the most Y] `_b\bdD^'dcYbUc V_bRY_TYYfUbcYd '_^'Q^T'Q^T'Y^'dKU'cUQl'C` USYUc'S_^cUbfQdY_^'g'Qc'TU{^UT'Qc'_^U'_VdKU'_RZUSdfUc' of IUCN's work in SEE in its strategy from 2004, with particular emphasis on increasing the number of the populations of indicator species and the protection of migratory corridors. IUCN will continue supporting and dTf_SQdY^WQ'cSYU^SU'RQcUT'Q'`b_QSX'd_'c'USYUc'S_^cUbfQdY_^'flY^SdUQcUT'{UT'QSdfYdUc'Q^T'{^Q^SYWg'YdX'Q' view to safeguarding threatened species.

5.3 Sustainable ecosystem management

Ecosystem management is becoming increasingly important and central to nature conservation efforts. It is driven by ever growing pressure on species and habitats, particularly relevant for fragmented habitats observed throughout Europe and increasingly present in South-Eastern Europe. IUCN's focus on ecosystems in SEE was formulated in the 2004 strategy under two priority themes: Sustainable use of natural resources and Water resources conservation and management. The IUCN Programme 2013–2016, which addresses ecosystem management in all three Programme Areas, in particular focuses on drivers of ecosystem change in Programme Area 3: Deploying Nature-based Solutions to Global Challenges in Climate, Food and Development. The Red List of Ecosystems is another global knowledge product that IUCN is planning to launch by 2016. It will assess the risk of collapse of ecosystems by using standardised criteria similar to those used by the Red List of Threatened Species, and it will be applicable at the local, national, regional and global levels. An important task for IUCN will be to better understand the drivers of ecosystem change, such as climate change, infrastructure development or energy production, in order to be able to address them and curb the process of further ecosystem degradation.

1`'Qbd\b_] ''dXU'dKbUU'dXU] QdS'CdbQdUWYS'4'bUSdY_^c'_edWYdUT'QR_fUflddbUU'Sb_ccłSedd'WWYcceUc'g'UbU'Qc_'TU{^UTˈ The cross-cutting issues overarch the thematic issues and aim to address each of them, as outlined below.

5.4 Policy influencing

7_RONiflℇ3>'Yc'dXU'UQTYW'b_fYfUb'_VRY_TYYfUbcYd'[^_g'UTWUfld__'c'Q^T'caQ^TQbTc'ecUT'd_'Y|eU^SU''_VSifl undertake conservation planning and guide action on the ground. IUCN has a strong convening power and potential to bring together key actors at all levels ensuring that knowledge-policy-action links are in place and QbU'UWUScfUfUl'G YbKY'dYc'cdbQdUWYS''b_bdifl'QdSe'QbdU'`XQcYc'g Y\RU'_^'RY_TYYfUbcYd'dbU'QdUT'S_^fU^dY_^cfl{bcd and foremost to the Convention on Biological Diversity (CBD), and policy development at the national level. IUCN can play an important role in bridging and aligning global and regional policies with national ones.

5.5 Capacity development

Capacity building for conservation and sustainable development has been recognized as one of the four features of IUCN in the current quadrennial programme. In South-Eastern Europe, IUCN remains at the forefront of capacity development and is recognized as one of the leading organizations in delivering state-of-the-art capacity building programmes on nature conservation. In the next mid-term period, particular attention will be

given to capacity building on IUCN knowledge products and global and regional policies addressing an array of target groups, spanning both governmental and non-governmental organizations and the private sector.

5.6 Strengthening the Union

Engaging and leveraging the Union represents one of the four main business lines of IUCN with a view to TUˇYfUbYˆW_^ˇYdcˇˋ b_WˋQ]] Uˇ_RZdUSdfUcˇQ^TflYˋˇUccU^SUflYˇcˇˋ Qbd_VYdcˇ] YˇcY_^lˇˈΦ 3 >ˌcˇg _bˈˇYˇTU{^UTˇRi ˇYdcˇ convening, networking and empowering potential, strengthening Members' involvement in IUCN, policy development, and capacity-building of and services to Members, the Union's governing bodies, Commissions, and National and Regional Committees.

The six Strategic Directions span the next mid-term period which extends until 2020. In order to be able to implement these six mid-term Strategic Directions, all three components of IUCN — IUCN Members, Commissions and the IUCN Secretariat — should work closely and in a coordinated manner over the next mid-term period.

Table 5: IUCN SEE priorities according to IUCN Programme Areas 2013–2016

Programme Area 1: Valuing and Conserving Nature		
Global and regional result: Credible and trusted knowledge for valuing and conserving biodiversity leads to better policy and action on the ground		
Priority theme	**Objective**	**Indicator**
Protected area management Q^T˙{˄Q˄SY˄W	„ ˙9˄SɩUQɔU˙ɑKU˙S_fUɓQWU˙Q^T˙] Q^QWU] U^d effectiveness of protected areas „ ˙5^ceɩU˙S_] ˋ ˙Q^SU˙_V^QɑY_^Q˅cdQ^TɑɓTc˙_^˙ protected areas with IUCN PA best practice guidelines and knowledge products „ ˙@ɓ_fˈɩU˙dUSX^˄ʂQ˅QccY˅dQ^SU˙d_˙QedK_ɓɑWUc˙_^˙ TUcˈW^Y˄WcecdQ^QR˅U˙ci cɑU] c˙_V{^Q^SY˄W for protected areas „ ˙5^ceɩU˙ɩe^SdY_^˄Q˅W˙[c˙gˈXˋɑKU˙3˙2˙4˙ Programme of Work on Protected Area, the Aichi Targets and the EU Biodiversity Strategy to 2020 „ ˙Ce˅ˋˋ_ɓɑKU˙ˈɀ ˋˈU] U^dQɑɑ_^˙_VɑKU˙ Convention Concerning the Protection of the World Cultural and Natural Heritage and Upstream Process	Protected Area coverage increased Ri ˈ" ˙ ˋY˙{fU˙S_e^dɓUc˙V˙\˙g Y˙WɑKU˙ IUCN PA categories system and taking into account internationally recognized inventories such as IPA, IBA, BPA, KBA, etc. Key Biodiversity areas are used to extend protected areas coverage in two countries Protected areas managed in accordance with the IUCN PA SQɑUW_ɓɩUc˙ci cɑU] ˋY˙SɩUQɔUT˙Ri ˈ" ž˙ National standards on PA management planning developed in two countries At least one country joins the Green List of Protected Areas process Mid-term priorities on protected area] Q^QWU] U^dcUɑdYˋ{fU˙S_e^dɓUc A preliminary list of Natura 2000 sites elaborated in at least one country At least one workshop on World Heritage for the SEE region >_] Y˙QɑY_^ˋ{ˈUˈV˙ɓ_^ˈUˋcˈɑɑUQ] ˋˋ ˙ˈɑd project prepared
Transboundary conservation	„ ˙9ˋ ˋ ɓ_fU˙ɑɑQ^cR_e^TQ˙i S__˙UɓQdY_^˙Y˙˙ɑKU˙ region „ ˙9ɑU^dˈʍ˙ˈUhYˈdɑW^WQ^T˙ˋˋ _dU^dQ\D2@1 c˙Y˙˙ɑKU˙ region „ ˙Ce˅ˋˋ _dɀ˙Y^d˙ˋQ^^Y^Wfɩl] Q^QWU] U^dQ^T˙ monitoring of TBPAs „ ˙5^ceɩU˙ɑKQdɩUWˋ^Q\D2˙ˈUhˋ UɓˋU^SU˙ contributes to global TB conservation efforts	A regional map of transboundary protected areas, including areas with potential for transboundary conservation Initiated cooperation in three transboundary protected areas or sites Case studies from SEE contribute to one global publication on TB conservation

Priority theme	Objective	Indicator
Species conservation	„ `@b_fYTU`Uh` Ubdce` `_bdd_`dXU`TUfU\_`] U^d_V national Red Lists „ `Ce` `_bddXU`Q` `WSQd_^`_VY^dUb^Qd\_^O\ standards in species conservation  „ `@b_fYTU`\e^SdY_^Q\Y`[c`RUdgUU^`= U] RUbc` and partners for species conservation and relevant IUCN SSC Specialist Groups  „ `1SXYUfU`VOf_ebQR\U`S_^cUbfQdY_^`cODdec`_V threatened species „ `@b_] _dU`dXU`S_^cUbfQdY_^`_V^QdYfU`WU^UdS` resources and information dissemination on alien and invasive species „ `Ce` `_bd\e^TbQ`cY`WV_b`c`USYc`S_^cUbfQdY_^`  „ `9` `b_fYU`WO] U`] Q^QWU] U^dRi`Q` `\YY`W` sustainable hunting principles and law enforcement  „ `9TU^dXY` `bY_bd`dXUUQdU^UT`c`USYc`Y`C55` across a wide range of taxa and with emphasis on endemic species	Five national Red Lists according to the IUCN Red List of Threatened Species criteria New IUCN Key Biodiversity Areas standard applied in two countries At least one country joins the Red List of Ecosystems process One new regional expert network on species conservation 30 experts trained on Red List principles Full participation of SSC experts from SEE in the development of regional Red Lists IUCN SEE-led project portfolio focusing on threatened species doubled Information on native genetic resources and alien invasive species publicly available Regular updates on funding opportunities provided to Members and Commissions Guideline(s) on sustainable hunting management in SEE A list of priority threatened species in the region
Ecological networks and green infrastructure	„ `9^db_TeSU`] YWWQdY_^] UQccebUc_^`XQRYCd fragmentation  „ `1` `\Y`dXU`S_^SU` d_VUS_\_WYSQ\^Udg_b[c` and green infrastructure	One representative and functional ecological network in SEE Five green infrastructure projects

Programme Area 2: Effective and Equitable Governance of Nature's Use

Global and regional result: Improved governance arrangements over natural resources deliver rights-based and

Priority theme	Objective	Indicator
Shared and equitable governance	„ `5^cebU` eR\\S` `QdddSY`QdY_^`Y`dXU` `Q^^Y`W` and management of biodiversity and natural resources  „ `@b_] _dU`cXQdUT`W_fUb^Q^SU`] _dU`c`g XYSX` include the private sector, local communities and resource managers „ `9^db_TeSU`QdUb^QdfU`c_ebSUc`_VY^S_] U` for local communities, e.g. through the sustainable use of natural resources and increased valorisation of nature	Fifteen PA management plans elaborated in a participatory manner 20 private businesses, local communities or resource managers participate in a training programme on the governance of natural resources Extent of revenues to local communities generated from alternative/innovative sources of income

Result: Global and regional policies in nature conservation are properly understood, transposed and implemented	
Objective	**Indicator**
„ ˙Ce`˙ ˙ _bdˑȯXU˙Y̦ ˙`˙ \U̧] U^ȯQȯȯ̧_^˙_VRY̧_T̒̒f̒Ȗȯc̒Yȯ̶̗ L̶̗Ȗȯ̒QȯU̶T˙S̶_^fU^ȯ̧_^c˙ and their proper incorporation into national and regional policy documents

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7. Operational plan

The One Programme Charter is a conceptual framework that underpins the implementation of this strategy. Proper understanding and implementation of this approach is instrumental in delivering the objectives set in this document. IUCN should work across all of its components, which include the IUCN Secretariat, IUCN Members and Commissions, in order to effectively implement this strategy. The IUCN Secretariat alone cannot deliver the strategy or the programme, nor could its Members or Commissions without cooperation amongst themselves and across the Union. Moreover, IUCN has to strive towards broadening its membership and expert base and work by expanding external networks and partnerships. Partnerships should be built at all levels – local, national, regional, and international. The IUCN Secretariat in SEE is represented by the Programme ? \(SU˙V_b˙C_edXŁ5QccdUb^˙5eb_˙U˙RQcUT˙Y`˙2UVVbŒTUꞁ˙DXU˙b_U˙_VdXU˙Ψ3>˙C55˙_\(SU˙Y˙dXU˙Y] `˙U] U^dQdY_^`_V the Strategic Plan is essential, and in particular when it comes to cross-cutting issues where IUCN SEE will play a major role. IUCN SEE will continue providing the necessary facilitation and coordination role in linking IUCN Members and Commission experts in the region and beyond, IUCN Global Programmes and other BUW\Y_^Q\Q^T˙@b_Wb6Q]] U˙? \(SUcꞁ˙Ψ3>˙=U] RUbc˙Q^T˙3_]] YccY_^cfl_^˙dXUꞁb` QbdflgΨ\QSdfUꞁ˙S_^dbReU˙d_˙ the implementation of the joint Strategic Plan for SEE, according to their capacity and resources. Strong links will be maintained with thematic IUCN global programmes such as the Global Programme on Protected Areas (GPAP), the World Heritage Programme (WHP), Species Programme, Ecosystem Management Programme (EMP), and others while particular support will be sought from the Union Development Group when it comes to Union development-related activities. Particular attention will be given to cooperation with the IUCN Centre for = UTYdUbbQO^UQ^˙3__` UbQdY_^˙˙Ψ3>˙3=3ꞁ˙Y^˙= ꞁOWQflQ^T˙dXU˙5E˙BU˙bUcU^dQdY_^˙?\(SU˙Y˙2beccU\cꞁ˙3__` UbQdY_^ with the IUCN CMC is particularly important for its expertise on marine conservation, an area of great importance V_b˙C_edXŁ5QccdUb^˙5eb_˙UflgXUbUQc˙S_cU˙bU^QdY_^cXYꞁ˙gꞁYX˙dXU˙5E˙BU˙bUcU^dQdY_^˙?\(SU˙gΨ\RU]] QY^dQY^UT˙ given the EU Member State status of several countries, and the on-going EU accession processes in the region. In its work, IUCN SEE will actively liaise with the Regional Councillor for East Europe, North and Central Asia. Another important aspect of the work of IUCN in SEE is cooperation with national authorities, EU and international organizations. IUCN SEE will continue cooperating with national and international institutions and _bWQ^YQdY_^cflꞁR_dX˙RYCdUbbON˙Q^T˙dKb_eWX˙c` USY[S`` b_W6Q]] Uc˙Q^T˙Y^YdQdfUcꞁꞁꞁ

Ψ3>˙C55˙Yꞁ` b]j QbꞁY˙Q`` b_ZUSdbRQcUT˙_\(SU˙Q^T˙dXUbU_bU˙bUꞁˏY˙SbeSYQꞁd_] QY^dQY^˙T_^_b˙bUꞁQdY_^cXY˙c˙Q^T˙ actively fundraise for its activities. In order to be effective on this aspect of its work, IUCN SEE will liaise with IUCN HQ and work in partnership with Members, Commissions and partners. This pertains to various levels of _`UbQdY_^c˙b_] ꞁ˙dXU˙V_bꞁ e`QdY_^˙_VcdbQdUWYS˙b_ZbdUc˙d_˙TUfU_`ꞁ] U^d_Vc` USY[S`` b_ZUSdc˙Q^T˙QSdfYdYcꞁ

8. Communications

CRYSUˈdXUˈUcdQRˈVcX] Uˆd_VdXUˈΨ3>ˈ@b_WbÒ]] U?ˈV(SUV_bC_edXŁ5Qcdﬁb^ˈ5ebˈ`ˈUˈΨ3>ˈC55ıfYdcˈS_]] eˆˈ^ˈQdY_^ˈQSdfYdUcˈXfˈU`RUUˆˈ] _cdɪˈVˆ[UTˈdˈˈˈb_ZUSdˈQSdfYdUcflTeUˈdˈˈdXUˈ_fUbQN\ˈ\eˆˈTYˆWˈcSXU] Uˈ_VdXUˈ_V(SUⱵˈDXUˈQSXYUfU] Uˆdcˈ`Q^Tˈbﬁce`dcˈ_VdXUˈC55ˈ_V(SUˈdbUˈ`Qcˈ`ˈb]] _dUTˈdXb_eWXˈdXUˈVX_RQ\Qˆˈ`bUWY_^Q\SXQ^^U\cˈ_VˈΨ3>ˈ and the messages are coordinated with IUCN global/regional communication messages. The publications and other communications products and activities in which IUCN is engaged in the region are announced on the IUCN websites, both SEE and European, and others as appropriate. Below is the main target audience of IUCN in SEE:

- „ˈ Nature protection/environment ministries and relevant government agencies;
- „ˈ BUcUQtbSXˈQ^Tˈ cSYU^d(SˈY^cdıedY_^c؛
- „ˈ Authorities responsible for the management of biodiversity – local, national, and regional;
- „ˈ Natural resource managers;
- „ˈ Environmental NGOs;
- „ˈ IUCN Constituency (Secretariat, Members and Commissions);
- „ˈ Donor agencies.

In past years, IUCN has been communicating in South-Eastern Europe through a range of communication tools, as analysed below. Each can further support the implementation of the IUCN strategy for SEE as proposed below, but are subject to change according to the available resources. Whenever possible, IUCN aims to translate communication products into the national languages, which remains one of the priorities of IUCN's communication work in SEE.

Online presence (website and social media)

IUCN SEE publishes regular news and updates on its section of the IUCN website http://www.iucn.org/southeasterneurope, with an average frequency of 1-2 stories per month. Web stories highlight the IUCN SEE project milestones and achievements, share globally/regionally important information while aiming to promote its members' activities. Several project related websites have been created, e.g. http://www.savariver.com and http://www.dinaricarc.net. Stories also appear on regional and global websites and newsletters, as well as on the Global Members Portal Platform, reaching a worldwide audience. When relevant, the achievements of IUCN SEE work have been promoted through IUCN global social media channels and blog.

IUCN SEE e-bulletin

DXUˈUŁ2e\UdY^ˈ\eˆSdY_^cˈQcˈQˈ`UhSXQ^WUˈ`ˈQdY_b]ˈˈV_bˈUSUfYˈYˈWf[{dUbY^WQ^TˈTYⱵccU]ˈYˈQdY^WYˈY_b]ˈQdY_^ˈbU^QdUTˈdˈˈ nature conservation in the region and beyond. Recipients are invited to contribute to each issue of the bulletin. Articles are mostly written in the reporting style, as their main objective is information sharing. IUCN has an editorial control over the product's content. The e-Bulletin features the IUCN SEE Constituency updates, and includes global and/or European content considered of interest for the SEE community. It has been published quarterly since 2004, and disseminated by IUCN SEE to approximately 570 contacts in the region and beyond. The number of recipients will continue to grow in the future. In 2012, the e-Bulletin was enriched with a new cUSdY_^ˈU^ddUTˈˈv∅ˈdXUˈV_SecǂˈDXYˈˈQTTﾟY_^ˈU^QRUcˈΨ3>ˈdˈˈWⱵddXUˈTUcﾟUTˈ] UccQWUˈQSb_ccf1g XⱵˈRUY^W closely linked with one of the project components (strengthening CSOs, project cycle and fundraising). It was introduced as part of the project, and it will be published beyond the project whenever possible. IUCN SEE will continue improving the quality of the bulletin by introducing new content and working to broaden the recipients' network. The published issues of the IUCN SEE e-Bulletin are accessible at: http://iucn.org/about/eˆY_^ŽcUStbⱵdQbⱵQⱽ_V(SUcŽUebˈˈ`ˈUŽdUc_etbSUcŽˈUg cˈUddUbcⱵUUQReﾟUdY◌̌Ž.

Printed material

@b^dUT`] QdUbQ\bUce\dc\b_] `Y`\U] U^dUT`` b_ZUSdc`Q^T_\(SU`QSdf\dUc`Q^T`Y^S\eTUc` b_ZUSd\UQ|Udc¨Y\V_`cXUUdcıfl usually distributed at regional events and made available to the partners for distribution, and publications (guidelines, case studies, etc.) that are available online and, if possible, sent in hardcopy to partners.

DXU`$L3>`@b_WbO]`] U`?`V(SU`V_b`C55`g\\`bU`QbU`Q^`$L3>`C55`Y\_`cXUUdflY^db_TeSY^WdKU`$L3>`S_^cd\\eU^Si` and its priorities in the region, and also work on a series of info sheets introducing the key knowledge products of IUCN.

Press releases

Press releases are disseminated for project milestones and IUCN announcements and achievements. The media contact network is growing, and media relations building will be the following step.

The key messages of IUCN's communications work in South-Eastern Europe could be summarized as follows:

- „ ˙ Nature conservation is essential to life;
- „ ˙ IUCN is a leading authority on biodiversity conservation in the region;
- „ ˙ IUCN is an active and reliable partner that promotes knowledge-sharing throughout the region;
- „ ˙ IUCN promotes examples of best practice and new approaches to nature conservation;
- „ ˙ Sharing information across the region helps harmonize approaches and improve practices;
- „ ˙ $L3>`bU`bUcU^dc`Q`Vb_g`Y`W^`Udg_b[`}`Q'E ^Y_^`_V[^_g\UTWU`Q^T`{UT`Uh`UbU^SUł¨

During the IUCN SEE Members' Meeting in Tirana in March 2013, and highlighting the online survey conducted and completed in February 2013, the IUCN Constituency shared its views on the possible joint actions that could be grouped into two pillars:

1. Actions to increase information exchange internally within the IUCN SEE constituency and strengthen the network (website boost, specialized blog entries dedicated to issues of joint concern, shared cd_bUc`_^`$L3>`] U] RUbcXY`RU^U{dc+$L3>`C55`Uł2e\\Ud^`U^bSX] U^d‡S_]`] e^YSOd_^`SQ`OSYd` building workshops, etc.),

2. Steps that could raise public awareness on the importance of sustainable use of natural resources and good environmental practices in SEE, and beyond (proposed topics to be addressed: importance of PA categorisation, importance of national red list development, priorities in species conservation dKb_eWX`Y^TYSQd_b`Q^T`|OWcXY`c`USYc+cXQb^WY^V_b]`QdY_^`_^`\e^TY`WV_b`S_^cUbfQdY_^`Q^T`_dKUb` U^f\b_^]`U^dOK\YcceUcflcXQb^WW_T`UhQ]``Uc`Q^T`SQcU`cdeTYUc`\b_]``dKU`bUW\^`_V_dKU`RU^U{dc`_V valuing ecosystem services and the sustainable use of natural resources, etc.).

Whenever possible, in its communication work IUCN SEE will rely on key CEC products such as the CEPA toolkit or the Strategic Communication Guideline.

Table 7: The main goals of the communication work of IUCN in SEE

Objective	Indicator
„ ´4¥fUbc¥¥´´dKU´Œ3>´´C55´gʾUR`´Q¥¥U´  „ ´ŒceU´Œ3>´´C55´UŁ2e¥¥Ud¥^`_^´Q´aeQbdUbì´RQcⱢ „ ´9^SⱢUQcU´c_S¥Q¥]´UT¥Q`´ⱢUcU^SU „ ´9^d¥Qdu´dKU]´QbⱢ´T¥c´SeccⱢ_^c´Q^T´XQbj´_^¥UT´QSd¥_^c´_^´ issues of common interest and regional importance	The number of visitors of the IUCN SEE gʾUR`´Q¥¥U´¥^SⱢ¥UQcUT´Ri´! ž˚´´  Website updated weekly  The number of recipients of IUCN SEE UŁ2e¥¥Ud¥^`¥^SⱢ¥UQcUT´Ri´! ž˚ Develop a new social media account for IUCN SEE At least two thematic Foci prepared yearly A minimum of one joint communication activity of regional importance every two years

Objective	Indicator
„ ´5¥QR_bQdU´Q^`_fUbⱢ¥ig´¥_^´Œ3>´Q^T´¥bc´]´¥ccⱢ^`¥Y´C55´ „ ´@b_f¥¥U´ⱢUⱮe´Qbe`TQdUc´_^´Œ3>´c´QSdf¥bⱢUc´¥^`dKU´ⱢU¥¥¥^ „ ´4¥cU]´¥^QdU´¥^Vⱡ_b]´Qd¥^`_^´Œ3>´dXb_e¥¥X´C55´]´UT¥Q´ networks and channels  „ ´<UfUbⱢQ¥¥U´S_]´]´e^¥ⱢQd¥^^´RUd¥g`UU^´Œ3>´¥=U]´RUbc¥l´Commissions and the IUCN Secretariat	IUCN SEE info sheet available online and printed in English and at least three local languages IUCN SEE updates prepared annually

9. Monitoring and evaluation

Effective strategies require continuous monitoring and evaluation. This strategy is not an exemption in this respect and IUCN will pay particular attention to the monitoring of the implementation of the strategy. This g␡␡ evaluation of the strategy on a biennial basis. The monitoring and evaluation of the IUCN SEE strategy should be a joint effort with all three IUCN components contributing and participating in it. The IUCN SEE strategy is not time limited but would require a thorough revision by 2020, upon the expiry of the 2017–2020 quadrennial programmatic period of IUCN, the Strategic Plan for Biodiversity 2011–2020 and the EU Biodiversity Strategy to 2020. Ideally, the strategy should be thoroughly revised before 2020, while the programme objectives should be evaluated every two years.

Annex 1: IUCN Members in South-Eastern Europe[14]

Albania

„˙ Institute for Nature Conservation in Albania (INCA) / Instituti për Ruajtjen e Natyrës në Shqipëri (INCA)
„˙ Preservation and Protection of Natural Environment in Albania (PPNEA) / Ruajtja dhe Mbrojtja e Mjedisit Natyror në Shqipëri (PPNEA)

Bosnia and Herzegovina

„˙ Natural Heritage Protection Society - ARBOR MAGNA, Banja Luka / Društvo za zaštitu prirodnog

„˙   Institute for Nature Conservation of Vojvodina Province / Pokrajinski zavod za zaštitu prirode

„˙   Ecolibri Bionet: Centre for Biodiversity Conservation and Sustainable Development / Ecolibri Bionet:
3U^dObjǪ̣_ efǪ̂ZUʼRY_TΨUʦYΌUdǪY_Tb ΨYbǪ̣f_Z

„˙   7 ЬUU^ʼ>Ud̦g _Ь[ʼ_VF_Ʒf_TYʼǪ̇ŽJUʹU^Ǫ̇] ЬU ǪʼF_Ʒf_TYʼUʼ

Annex 2: IUCN Members in countries neighbouring South-Eastern Europe[15]

Greece*

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