

EUROPARC Council and President Election 2021

Guidelines

Guidelines for making a nomination

What to consider when making a nomination:

- Both, nominator and candidate must be **full and current members of the Federation** and must have paid their membership fees (*See EUROPARC Statutes Article 3(e) and General Assembly Regulation 2*)¹. The Directorate can check this for you.
- Nominations cannot come from within the member's own organisation.
- Make sure you have the candidate's approval before sending the nomination form.
- Please provide a statement explaining why you are nominating this person
- Please include contact details for yourself and your candidate
- Elections will be held at the General Assembly in Leeuwarden Netherlands, on the 5th of October 2021. The deadline for nominations is **30th July 2021** to enable all video and election material to be uploaded.
- When considering potential candidates, the person specification below may be of help. It is an extract of the roles and responsibilities document on our website.

This document set out the legal responsibilities function and duties of the EUROPARC Council and President.

It should be a reference point for all those wishing to make an nomination and for candidates to familiarize themselves with EUROPARC's requirements.

- 1. Legal basis of the Council in the EUROPARC Statutes**
- 2. General Description of the Functions of the Council**
- 3. Recruitment of a new Council**
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¹ Access [this page](#) for the Federation Statutes (available in EN, FR and DE)

1. Legal basis of the Council

The duties of the EUROPARC Council are described in Statutes of the EUROPARC Federation 2017

Art. 7 - The Council

a) Composition

1. The Council shall consist of seven elected members, including the President. The Council may nominate up to three council members as Vice-Presidents. The treasurer is to be selected by the Council out of the elected or co-opted Council members.
2. The President's term of office shall be three years, and he may be re-elected only once for a consecutive period of three years.
3. The term of office of elected council members other than the President should be three years, and they may be re-elected only once for a consecutive period of three years.
4. At the election every three years, at least two Council members should not have served on the Council in the previous three years.
5. The members of the Council shall remain in office until new members are elected.
6. In case of resignation, incapacity, expulsion or death of a member of the Council, the Council may co-opt a replacement for the rest of the current term of office of the Council. The involvement of these co-opted council members shall be ratified during the first following General Assembly.
7. The Council can co-opt up to five additional members in consultation with EUROPARC sections. Co-opted Council members do not have voting rights in Council meetings.
8. Elected Council members must be members of the EUROPARC Federation or belong to a member organisation.

b) Duties

The duties of the Council shall be to:

1. Follow up the decisions of the General Assembly.
2. Convene and prepare the General Assembly.
3. If necessary convene an Extraordinary General Assembly.
4. Draw up an annual report of business and accounts of the EUROPARC Federation.
5. Prepare budget estimates and action plan arising from the EUROPARC strategy.
6. Convene members no later than four weeks before the opening day of the General Assembly.
7. To provide an agenda for the General Assembly.
8. Manage the Federation's representative commissions, working groups and committees.

These matters (duties 1-8) can be delegated to the Executive Director.

9. Deciding on the establishment, relocation or dissolving of an office.
10. Deciding on the appointment of a Director.

11. Deciding on the appointment, appraisal and dismissal of a Director, according to the Council's standing orders.
12. Recommending the overall strategy.
13. Agree and accept new members of the Federation.
14. Expulsion of members.
15. Representing the EUROPARC Federation.
16. Proposing members' annual subscriptions.
17. Finalising the annual budget.
18. Prepare and present the Treasurer's Annual Report to the General Assembly with the support of the Directorate.
19. Prepare and present an annual report of the work of the Council to the General Assembly in line with the EUROPARC strategy.
20. Deciding the venue and the dates of the next General Assembly.
21. Recommending internal auditor for election at General Assembly.
22. Creating and amending documents relating to the procedures used in general and extraordinary assemblies in consultation with members and communicated to the General Assembly.
23. Initiate and approve commissions, working groups, committees and other mechanisms to facilitate the delivery of the EUROPARC Federation strategy.
24. Administrative, financial, tax and legal tasks can be delegated to the Executive Director in consultation with the President.
25. Delegate the Executive Director to prepare all internal strategies, plans and policies to implement the Federation strategy.

c. Standing Orders

1. The Council shall draw up its own standing orders and the work of the Chair of Council and the Council shall be governed by those standing orders.
2. The Chair of Council acts as the legal representative of the association towards external parties.
3. The Chair of the Council can delegate the Executive Director to act as their representative, for administrative, financial, tax and legal duties of the EUROPARC Federation.
4. The Council will conduct an annual review of its work, in line with the EUROPARC strategy and report to the General Assembly.

d. Decision-making

The Council shall make decisions by simple voting majority; in the absence of a clear majority, the acting Chair of Council shall have the casting vote.

2. General Description of the Functions of the Council

Council leadership

Every organisation, including EUROPARC should be led and controlled by an effective Council which collectively ensures delivery of its objectives, sets its strategic direction and upholds its values.

The Role of the Council:

- Council members have and must accept ultimate responsibility for directing the affairs of EUROPARC, ensuring it is solvent, well-run, and delivering the outcomes for which it has been set up.
- Council members should focus on the strategic direction of EUROPARC and avoid becoming involved in day to day operational decisions and matters.

The Council in Control

Council should collectively be responsible and accountable for ensuring and monitoring that EUROPARC is performing well, is solvent, and complies with all its obligations.

- The council must ensure that EUROPARC complies with its own governing document, relevant laws, and the requirements of any regulatory bodies.
- The council should maintain and regularly review EUROPARC's system of internal controls, performance reporting, policies and procedures.
- The council must regularly review the risks to which EUROPARC is subject, and take action to mitigate risks identified.
- The council should ensure that it upholds and applies the principles of equality and diversity, and that EUROPARC is fair and open to all sections of the community in all of its activities.

The High Performance Council

The council should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively.

Council review and renewal

Council should periodically review its own and EUROPARC's effectiveness, and take any necessary steps to ensure that both continue to work well.

- Council should regularly review and assess its own performance, that of individual members, and of sub-committees, commissions, task forces, working groups and other bodies.
- Council should have a strategy for its own renewal. Recruitment of new members should be open, and focused on creating a diverse and effective Council.
- Council should periodically carry out strategic reviews of all aspects of the EUROPARC's work, and use the results to inform positive change and innovation.

Council delegation

Council should set out the functions of sub-committees, the director, and agents in clear delegated authorities, and should monitor their performance.

- Council should define the roles and responsibilities of the President in writing.
- Council should define the role of the director in writing.
- Council should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters.
- Council should set clear terms of reference for sub-committees, working groups, commission, task forces advisory panels, etc.

- All delegated authorities must be subject to regular monitoring by the council.

Council and trustee integrity

Council should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with.

- Council members must not benefit from their position beyond what is allowed by the law and is in the interests of EUROPARC
- Council should identify and promptly declare any actual or potential conflicts of interest affecting them.

Council openness

Council should be open, responsive and accountable to its users² IE members, partners and others with an interest in its work.

- EUROPARC should identify those with a legitimate interest in its work (stakeholders)³, and ensure that there is a strategy for regular and effective communication with them about EUROPARC's achievements and work.
- Council should be open and accountable to stakeholders about its own work, and the governance of EUROPARC
- Council should encourage and enable the engagement of key stakeholders, such as users and beneficiaries, in EUROPARC's planning and decision-making.

3. Recruitment of a new Council

The governance responsibilities in running an organisation are so important that council members have to bring along more than just a commitment to the mission and an interest in serving. Every member of the EUROPARC Federation council should have a specific competence or experience that is needed on the council.

PURPOSE

The purpose of the recruitment process is to ensure that the Council as a whole has the competencies necessary for effective council performance.

POLICY

Council members will be elected by members based on a demonstrated record of possessing the specific qualifications and competencies necessary for effective governance.

Council members will be given an annual assessment of their performance. (This could be self-assessment, peer assessment or external assessment).

²Users of EUROPARC are statutory authorities managing protected areas, those living and working in protected areas, European agencies, NGOs involved in protected areas.

³Stakeholders are not the same people as members, but they do have an interest in there being an effective organisation, and benefit from its existence, just as the members do.

Those who are eligible for election to another term will be evaluated on their performance as a member over the years, and on their continuing ability to contribute a competency that is still needed by the organization.

Term limits will be strictly followed. This will ensure a regular infusion of new individuals who will bring needed competencies, provide fresh thinking and keep governance connected to the stakeholders.

Competencies needed for an efficient council

- Universal Competencies -personal qualifications required of ALL Council members.
- Collective Competencies -knowledge and skills that the council AS A WHOLE needs, and therefore, should be strong attributes of one or more but not necessarily all members.
- Desirable Competencies -characteristics that would be an asset to the council at the present time, given its strategic priorities and council needs.

Competencies

Universal Competencies

ALL council members must have:

- A commitment to EUROPARC's mission, vision and values.
- Demonstrated willingness to devote enough time to council work i.e. work that is truly council work, and not Federation work. Council work relates to the strategic direction of EUROPARC and networking whereas Federation work involves the implementation of the strategy and leading the organisation's activities and work programme.
- Demonstrated capability to exercise leadership, teamwork, sound judgment on complex matters that will come before a council from time to time, personal integrity. (Note 'demonstrated').

Collective Competencies:

Council AS A WHOLE needs:

- Diversity of experience, gender, background.
- Experience and expertise in management of protected areas.
- Financial background and expertise (both knowledge of financial sector and understanding of managing finances).
- Good knowledge of the users that are served by EUROPARC.
- High level leadership experience in a business organisation. (This is about core competencies, what people bring to the table and reflects the engagement that members have with the whole working world in which EUROPARC operates in doing its job).

Desirable Competencies of a Council Member:

Given current needs, these characteristics should be looked for in recruitment/nomination:

- Ability to communicate with and influence key stakeholders and public officials and influence legislation, therefore the experience of working on commercial and charity NGO boards or committees would be a desirable competence.

Specific Skills and Competencies

- Advocacy – Ability to work with senior decision makers at European level from all sectors to promote Europarc and 'sell' its role and abilities
- Networking – Support staff team and make connections at the highest level for staff to follow up and develop relationships
- Strategic Visioning – Experience of developing the strategic direction for an organisation

- Risk Management – Council members are responsible for the organisation and need to take a mature approach and assessment to risk management their liabilities
- Finance – ability to understand NGO finances
- Other Board/Council Experience – Corporate, NGO or statutory agency
- Review and evaluation – The Council will need to assess not only itself but also reviewing the organisation’s strategic direction experience in setting targets, monitoring and evaluating performance and programmes in commercial and non-profit organisations
- Human Resources/Appraisal – experience of human resources issues to help ; support director and also lead appraisal of director(s) as appropriate; leading the process of appraising the performance of the Director
- Sitting on appointment and disciplinary panels.

Duties of Council Members

- Council members should understand their duties and responsibilities and should have a statement defining them.
- Council should organise its work to ensure that it makes the most effective use of the time, skills and knowledge of council members.
- Council should ensure that they receive the advice and information they need in order to make good decisions.
- Council should have the diverse range of skills, experience and knowledge needed to run the organisation effectively.
- Council should ensure that they receive the necessary induction, training and ongoing support needed to discharge their duties.
- Council should make proper arrangements for the supervision, support, appraisal and remuneration of its director
- to contribute actively to council’s role in giving firm strategic direction , setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- to safeguard the good name and values of the organisation
- to represent EUROPARC at functions and meetings as appropriate
- to declare any conflict of interest while carrying out the duties as a council member
- to be collectively responsible for the actions of EUROPARC and other council members
- to ensure the effective and efficient administration of EUROPARC
- to ensure the financial stability of EUROPARC
- to make sure EUROPARC is properly insured against all reasonable liabilities
- to appoint the director and monitor their performance
- in addition to the above statutory duties of all council members, each council member should use any specific knowledge or experience they have to help the council reach sound decisions. This will involve scrutinising council papers, leading discussions, focusing on key issues, and providing advice and guidance requested by council on new initiatives, or other issues relevant to the area of, EUROPARC’s work in which that council member has special expertise
- to attend meetings, and to read papers in advance of meetings
- to attend sub-committee meetings as appropriate
- to participate in other tasks as arise from time to time
- to keep informed about the activities of EUROPARC and wider issues which affect its work.

To fulfil these duties a council member must exhibit the following:

Council member person specification

Each council member must have:

- integrity
- a commitment to the organisation and its objectives
- an understanding and acceptance of the legal duties, responsibilities and liabilities of being a

- council member
- a willingness to devote the necessary time and effort to their duties as a council member
- strategic vision
- good, independent judgement
- an ability to think creatively
- willingness to speak their mind
- an ability to work effectively as a member of a team
- ability to communicate effectively in English

Overall council will need skills and experience in the following areas:

- setting targets, monitoring and evaluating performance and programmes in commercial and non-profit organisations
- financial management
- protected area management
- legal matters
- fundraising
- recruitment and personnel management, including a knowledge of employment legislation
- public relations and marketing
- campaigning
- education and learning

Person specification for President

The President of EUROPARC is the Chair of the EUROPARC Council and those additional duties and responsibilities are described in the statutes:

Art. 7 - The Council:

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d. Decision-making

The Council shall make decisions by simple voting majority; in the absence of a clear majority, the acting Chair of Council shall have the casting vote.

In addition to the qualities needed by all Council members, the President should also possess the following:

- Excellent leadership qualities and a proven ability to work effectively with a range of different people at a senior level
- Support and guide the Executive Director and Directorate, sections and all other organs of EUROPARC to ensure the continued development and management of a professional and efficient organization;

- Establish and maintain effective Council decision-making processes
- Considerable experience of chairing committee work, and the tact, diplomacy and the ability to make clear and balanced decisions this involves
- A track record of impartiality, fairness and the ability to respect confidences
- Good knowledge of the type of work undertaken by the organisation and a wider involvement with the environmental sector and other networks at the national and European level.
- Capable of articulating and delivering EUROPARC's vision and strategy.
- Outstanding presentation and communication skills to represent EURPARC internationally.
- the experience and proclivity to be an outgoing spokesperson, relationship builder, and fundraiser