

EUROPARC Federation
Report to General Assembly 2013
10th October 2013

Supporting document to report No 7

No 1 – Organizational Development Committee Report

The opinions and recommendations expressed by the authors of this report, do not necessarily reflect the opinions and viewpoints of the EUROPARC Federation or its official policies.

Merging Eurosite and Europarc: a new European voice for nature

Introduction

In 2012, after a number of years of discussion, the General Assemblies of Eurosite and Europarc voted to merge the two bodies into one new network organisation. They agreed that an Organizational Development Committee (ODC) would consider this in more detail and report to the following General Assemblies, with the aim of establishing the new nature network for 2014.

The terms of reference and work programme of the ODC were developed and agreed by its members, and the Presidents of both Eurosite and Europarc, at the Committee's initial meeting in January 2013. Four further meetings were held between March and July, and communiqués were circulated to members of both organisations after each meeting to provide updates on this work.

This paper summarises discussion within the ODC, and the Committee's recommendations regarding the structure and establishment of the new network, under the following headings:

1. The benefits of a single merged network
2. The legal basis of the new body
3. Governance of the new body
4. Operation of the new body

The Committee's recommendations to the Council/Board are summarised on page 9.

Relevant background information is provided in the following annexes:

1. Discussion at Europarc General Assembly and Eurosite AGM
2. Terms of Reference of the Organisational Development Committee
3. Summary of key activities of Europarc and Eurosite
4. Legal advice from Bird and Bird
5. Critical Decision Factors
6. Summary of governance of Europarc and Eurosite
7. Networking For Nature

Section 1 The benefits of a single merged network

The principal benefit of a merged network will be to provide a single authoritative voice for protected areas across Europe, acting with other networks and the European Commission to promote the wide range of benefits of protected areas to everyone. In summary;

- **Management:** ensuring that we are able to manage places for nature to the highest standard and with improved knowledge and understanding of systems;
- **Resilience:** making nature more resilient in the face of pressures such as climate change, invasive non-native species and changing technology, and;
- **Public benefits:** ensuring that people derive benefits from nature, including health, well-being and other social and economic values, by working to deliver ecosystem services and sustainable development practices, including sustainable tourism.

Our existing networks have significant strengths, including track records of championing nature and promoting networking between nations and environmental interests, in part through geographical and topic groups (see Annex 3). However, declining levels of funding to nature based organisations now threaten their ability to innovate and develop and to support or pay for membership of wider networks. We need to ensure that the strengths of both networks can be retained and this will probably require change. The ODC believes that the combined resources of the two networks can be harnessed to secure those activities that are most valued and to better influence policy and practice relating to nature.

Europarc and Eurosite have prepared a Strategic Development Statement, *Networking for nature*, which identifies three principles to guide future development:

1. Our focus is on improving the quality of management and practice across Europe's protected areas, ecosystems and landscapes;
2. Our primary strength is in harnessing the knowledge, experience and expertise of our members to improve the development and strengthen the implementation of relevant policies;
3. We aim to represent the common interests and priorities of our members, and provide a strong voice and positive influence to policy and decision makers, acting as a platform for inclusive dialogue with the diverse stakeholders in Europe.

Against this background, *Networking for Nature* identifies the following areas of work for the future:

- Being a voice for nature in Europe
- Sharing knowledge and intelligence
- Offering a platform for new initiatives
- Promoting exchange and twinning
- European Project development
- Building capacity
- Working together with partners
- Advising the European commission
- Finding financial resources (fundraising), and;
- Enhancing and demonstrating the social benefits that nature provides

An immediate priority for the new network would be the articulation of a clear strategy and action plan, building on these principles and actions in order to ensure that the benefits of a new merged network are realised.

Management for nature

- The new body could develop expert groups and contact groups to support the needs of a wider range of members. These could include geographical or thematic groupings addressing, for example, migratory species or trans-boundary issues.
- The network would be better placed to share site management expertise and innovate in response to new demands – for example relating to ecosystem services, marine environments or climate change adaptation.
- There would be greater scope to develop shared research agendas through information exchange and extending relationships with research institutes.
- The new body would be better placed to organise events, meetings and seminars to meet the needs of members and others engaged in various aspects of site management, strategic planning and policy.

People and organisational development

- The new body could draw on wider experience of social issues and the relationship between nature and human health and well-being, and take a broader approach when promoting nature-based solutions to economic and social problems.
- There would be scope for wider work with rangers, educationalists and others who work for and with nature-based organisations.
- The merged body could play a key role in developing and promoting pan-European opportunities for volunteering, exchanges and career development based on the protected area network.
- The network could provide wider support for members in developing their capacity, for example in communication about nature and other areas of work.

Advocacy and representation

- The new body could provide a single authoritative voice for protected areas - to promote nature, and the benefits from nature, to a wider range of audiences.
- More focused and improved engagement with and access to decision makers in the European Commission, and more effective communication with other organisations that influence environmental policy.
- Better information and intelligence to support members about key developments in policy and legislation - and insight on relevant political changes.
- Co-ordinated provision of material to support external communication and media activity.
- Improved communications based on the wider experience and contacts of the new membership.
- The opportunity to develop a clearer agenda for social responsibility, promoting nature-based solutions and opportunities to a range of disadvantaged groups, minorities and other interests.

Management / Governance / Finance

- New mission and values, improved efficiency, strong membership and modern governance.
- The creation of a single merged body should ensure greater organisational resilience in the face of growing pressures on nature and on budgets.
- Improved ability to address issues of capacity and resources.

Recommendations:

- **These benefits and key areas should be agreed as the basis for a strategy for the new network.**
- **A new mission, strategy and action plan for 2014-2017 should be developed as soon as possible.**
- **All members should be invited to contribute to the development and review of the strategy and action plan before it is approved.**

Section 2 The legal basis of the new body

The ODC has obtained legal advice on the processes of merger and dissolution, and on the ideal legal basis for the new organisation. The French Government kindly provided a grant of €12,000 to assist with this process.

A brief was drawn up by the ODC and sent to a range of legal advisors in different European countries. This resulted in five tenders, all of which were from the Netherlands. These were summarised for consideration by the Committee and members of both Eurosite and Europarc Councils, based on the criteria of experience in the sector, price and proposed methodology. There was considerable variation in cost, but the final selection was based on experience and following negotiation on price – and the tender was won by Bird and Bird. The Committee liaised closely with the contractors, which included agreement of Critical Decision Factors and Other Relevant Factors to help assess different options. The legal advice was delivered by the end of June (see Annex 4) and was discussed in the ODC meeting on July 12th in Brussels.

Bird & Bird analysed six possible legal structures (or groups of legal structures), including European legal entities like the Societas Europaea (SE), the Societas Cooperativa Europaea (SCE) and the European Economic Interest Grouping (EEIG), but also national corporate structures and a foundation. The first four types of structures did not meet some of the Critical Decision Factors, leaving two options:

1. One of the existing associations could absorb the other, or;
2. A new not-for-profit association could be established and could replace both of the existing bodies.

Option 1 would result in the dissolution of either Eurosite or Europarc and the transfer of its assets and members to the other association, which would become the vehicle for the merged activities. The surviving association would formally change its name to the agreed name of the combined organisation (which would require amendment of the Articles of Association). Because of the much higher number of members and the more complex nature of its assets (including shares in a company), it would be less costly (and there would be less risk of members dropping out) if Europarc were the surviving association (renamed as appropriate).

In Option 2, the two existing associations would incorporate a new association, which would acquire the assets, activities and members of both Europarc and Eurosite. To avoid tax problems with the Europarc assets, the most obvious approach would be a newly incorporated German association. A German association must have its official legal seat in Germany, but can have offices (even its operational head-quarters) elsewhere in Europe.

The respective benefits and risks of these options were judged to be broadly as follows:

	Benefits	Risks
Option 1	<ul style="list-style-type: none"> • Simpler to implement • Lower cost 	<ul style="list-style-type: none"> • No feeling of starting a new network • Possible loss of some members • Estimated transition period of two years
Option 2	<ul style="list-style-type: none"> • Starting a new association with new opportunities • Quick start possible from January 2014 	<ul style="list-style-type: none"> • Possible loss of brands (eg. Europarc consulting, Tourism Charter) • Possible loss of members • Staff transfer issues / potential loss of staff

Bird & Bird compared the two structures against the Critical Decision Factors and other relevant factors, focusing on four principle issues: cost, maintaining an equal relationship between the two bodies, timing and practicality, and the risk of losing members. They concluded that a newly incorporated German association would have certain advantages, including a new start for both organisations on an equal footing and the relatively short timescale required, although the legal costs would be €11,500-16,500 higher.

Following a thorough and frank review of the issues and risks the ODC has a preference for option 2 providing that proper measures can be put in place to mitigate the risks. The ODC judges that the financial risks seem acceptable when set against the opportunity to create a new body which can be both innovative and creative, and which can combine the strengths of both existing organisations and become the voice for nature in Europe. It is clear that members want a new network that offers this outcome, which delivers fresh inspiration and which keeps the assets and activities of both existing organisations. Option 2 offers the best opportunities for that.

ODC agreed that Option 1 appears to be more pragmatic but it has been clear from the start that it has formed a block to further development in the eyes of part of the membership.

Because of the far reaching consequences of the choice the ODC believes that the presidents, together with their Board/Council should review and confirm their views on the options before the papers go to the General Assembly/AGM in 2013.

Subject to agreement from both Europarc and Eurosite, the ODC recommends that a new association should be established from 1 January 2014.

Recommendations:

- **Confirm that the financial risks of the proposed approach are acceptable or can be mitigated**
- **Agree to establish a new not-for-profit association in Germany, aiming for a target date of 1 January 2014**

Section 3 Governance of the new body

The new organisation proposed would become an international not-for-profit association, and would be incorporated by Eurosite and Europarc as its founding members. During a defined transition period both associations would remain members of the new body. A German association can be incorporated by just two members, but seven members are required in order to publicly register the association. This could be achieved by making five or more board members – or the organisations which they represent – the first members of the association in addition to Europarc and Eurosite.

The goal would be for all current members of Eurosite and Europarc to become members of the new association. In order to achieve this, the members would need to consent in some way to moving their membership to the new body, by paying their membership fees from 2014 to the new association's bank account. Any new activities would be undertaken by the new association from the moment of its incorporation, but current activities of Eurosite and Europarc would be likely to require up to two years to conclude.

The body of association needed for the short term would be an Interim Board, which would need to begin several tasks before 1 January 2014. The role of this body would be to:

- incorporate the new association
- prepare the new Articles of Association
- initiate the process to recruit a new Director
- prepare the formation of a new Board
- transfer the members from Eurosite and Europarc to the new association, and;
- convene a General Assembly before summer 2014.

The Interim Board should reflect both organisations and comprise an uneven number of members; the ODC suggests seven. It could be composed as follows:

- three members of the council of Europarc, two members of the board of Eurosite and the two presidents, or;
- two members of the council of Europarc, two members of the board of Eurosite, both presidents and an independent chair.

The General Assembly of the new organisation can choose a new Board and a new President in the first half of 2014. Key considerations for the Board will include the term of membership, possibilities of extension and the types of expertise that are needed. The profile of the President will also be important as the new organisation aims to have a strong representative role in the European nature scene. The President also provides an important link between the Board and the wider organization. It would be for the General Assembly to agree and oversee the delegation of powers in the new body, for example to the Board or members of the association.

When a Director is appointed in post, he or she must determine the views of the members regarding the new nature network. The Director will need to keep in touch with the members and organise a knowledge network, probably involving geographical clusters and thematic working groups. Europarc has experience with both geographical sections and thematic groups (working on issues such as the Charter, health and ecosystem services), while Eurosite has experience with twinning groups. Such groups are likely to play a key role in networking and sharing of knowledge and best practice within the organisation's membership.

Recommendation:

- **Agree the composition and recommended roles of the Interim Board, along with the proposed timescale for its work**

Section 4 Operation of the new body

Key values

It will be important to define what kind of organisation we want the merged network to be. The new body will need to be a lean organisation and will always be dependent on what members contribute to, or ask from, the network - so it will need to work in close cooperation with its members. This should be reflected in the structure of the organisation, its staff, and the methods that are used to liaise with members (which might include polls and digital meetings). The strategy and action plan should reflect what members want the network to do.

The new organisation should aspire to the following key values:

- Facilitating and service based
- Open and transparent
- Operating with respect
- Not “no” but “let’s see what we can do”
- A learning attitude open to self-evaluation and improvement
- Creative and flexible

The new organisation will have co-ordinating, facilitating and brokering functions, and its expertise will lie with its members. The work taken forward by the network will need to reflect the interests of members, aiming for a synergistic relationship which provides benefits for both. The new network should have a co-ordinating role in establishing new projects, for example in response to new developments, and these should normally have a European scope (as exemplified by the Charter for Sustainable Tourism). Information should be easily accessible to members and there should be a helpdesk for members’ questions.

Office location

The ideal office location for the organisation will need to be:

- close to decision makers and other NGOs;
- easy to reach by plane, train or car, and;
- cost effective.

These conditions could be met in various ways. Having three offices spread over Europe is both expensive and inefficient, and a reduction in the number of locations is certainly possible. It would also be appropriate to consider modern ways of working which make use of digital media. The management of the organisation should be asked to develop an operational plan which considers this in further detail, and it is suggested that this should aim to reduce office costs by 10% as an initial target.

Funding

The position with regard to finances and staffing of the two current bodies (as of 2012) is summarised in the following table.

	Membership fees	Project (and other) income	Budget	Staff	Members
Eurosite	120.000	155.000	275.000	2,7 FTE	65 members in 22 countries (GOs, NGOs & private organizations)
Europarc	311.000	91.000	402.000	6,5 FTE (+ 2 FTE on maternity leave)	422 members (organisations in 35 different countries)

This demonstrates that the main sources of income for both current bodies are membership fees and project money, and also highlights the vulnerability of the new network. There are various possibilities for increasing income, which broadly include membership fees, fundraising, additional contributions from various sources and commercial activities.

Membership fees

Revenue from membership fees has diminished in recent years and is expected to be about €425,000 in 2013. 21 members are shared between both current bodies, so the creation of a new network will also result in some loss of members, with a corresponding reduction in fees of somewhere between €51.000 and €84.000. The result will be a total income between €340,000 and €375,000 from membership fees, which should be taken as the base for the new organisation. These membership fees would support a minimum of 4 FTE posts, and other sources of income will be needed to create a sustainable organisation. The Board/Council should therefore develop an action plan for acquiring new members and monitor trends in membership, ensuring that appropriate follow-up action is taken if members leave.

Fundraising

In some recent years, both Eurosite and Europarc have successfully obtained some NGO core-funding from the EU, and the combined resources and complementary assets of the new organisation may improve the likelihood of successful applications in the future. Eurosite has positioned itself quite successfully as a co-ordination mechanism for research projects on the management of Natura 2000 sites, and Europarc has a good track record in EU project funding linked to sustainable tourism. The new network will also benefit from this combined experience in obtaining project funding, but EU budgets will be under pressure and competition will therefore become more intense.

It will therefore be necessary to consider how European contributions from environment or regional development funds (ESF, EFRO and CAP-pillar 2), under the heading of "innovation", could help to build the new network over the next few years.

Contributions from participating countries, individual members or national institutions

The annual statements show that individual countries have sometimes contributed to the budget of Eurosite. The financial crisis in Europe makes such contributions less likely over the coming years, but all EU member states have a continuing interest in a well-functioning network for nature. The trans-boundary initiatives of Europarc may well provide some (short term) leverage and help to raise awareness and communicate best practices and successes.

The postcode lottery in the Netherlands contributes €280 million a year for environmental objectives, almost as much as the government contributes annually, and other initiatives across Europe may also help to support protected area management and sharing of knowledge. This requires further exploration. It would also be helpful to determine whether low-interest loans from the European Investment Bank (<http://www.eib.org/projects/priorities/urban/index.htm>) or other sources can help to build the network, particularly if this helps to generate revenue-earning opportunities which offset the associated costs.

Money from commercial activities, for example by providing training for participating members

It may also be possible to strengthen the network by generating income from provision of training to members. Eurosite has a lot of experience in twinning, especially with regard to site management, and Europarc has developed considerable expertise in the field of sustainable tourism. The combined organisation therefore has the potential to develop training programmes in areas such as sustainable recreation management, although this may not necessarily provide a substantial source of income.

Planning for the next five years

A starting point for estimating future income can be derived from the average of income during 2012 and the forecast for 2013, as follows.

	Membership fee	Project (and other) income	Budget
European nature network	350.000	250.000	600.000

To create flexibility in line with the ambitions of the network the organisation should be built along the following principles:

- The core of the organisation should be based on the fixed staff (4 FTE), which would carry out management, administration, communication and member activities.
- Other staff capacity should be temporary and must be financed by project/fund money in a way that derives added value by contributing to the ambitions of the new network.

A target for growth should be developed through the operational plan made by the management of the organisation.

Recommendations:

- **Agree to the suggested key values and other recommendations regarding the operation of the new body.**
- **Mandate the Council/Board to establish this management framework by 1 January 2014**

Summary of recommendations

- **These benefits and key areas should be agreed as the basis for a strategy for the new network.**
- **A new mission, strategy and action plan for 2014-2017 should be developed as soon as possible.**
- **All members should be invited to contribute to the development and review of the strategy and action plan before it is approved.**
- **Confirm that the financial risks of the proposed approach are acceptable or can be mitigated**
- **Agree to establish a new not-for-profit association in Germany, aiming for a target date of 1 January 2014**
- **Agree the composition and recommended roles of the Interim Board, along with the proposed timescale for its work**
- **Agree to the suggested key values and other recommendations regarding the operation of the new body.**
- **Mandate the Council/Board to establish this management framework by 1 January 2014**

Annex 1: Discussion at Europarc General Assembly and Eurosite AGM

Text from Europarc General Assembly (Genk 2012)

Item 9 Networking for Nature

The president presents the recommendation of the council according paper 8 "One Network organisation". He points out that different opportunities of merger have been discussed in the joint committee and the EUROPARC council during the last year. These discussions led to the selection of the three options which are mentioned in paper 8:

- a) Dissolution of Eurosite in EUROPARC
- b) Double Dissolution and creation of new organisation
- c) Transforming the two organizations into one new network organization by using the legal structure of EUROPARC.

The council recommends to the GA to vote for option c) and to agree on the creation of an organisation development committee, reporting to the GA on the creation of the new network organisation.

Members discuss the recommendation.

Main aspects of the discussion: the members are still convinced that merger will lead to a stronger and more efficient network for Protected Areas in Europe. There are some doubts if it's necessary to stay with the legal form of the EUROPARC Federation or if a dissolution of both organisations and the creation of a new legal organisation is another option.

Views were expressed by several members indicating that the current legal structure of EUROPARC, if another was found to be possible, should not be a deterrent to the merger.

The President asks the GA to vote on the following amended recommendation:

Transforming the two organisations into one new network organisation by using the legal structure of EUROPARC taking into consideration the views expressed by the general assembly.

The GA voted with greater than a 2/3 majority of yes votes

Then the President asks the GA to agree on the creation of an organisation development committee, reporting to the GA on the creation of the new network organisation. The President asks the GA to adopt the strategic development framework to combine EUROPARC and Eurosite

The GA agrees unanimously on the creation of an organisation development committee reporting to the GA on the creation of the new network organisation. The GA adopts the strategic development framework to combine EUROPARC and Eurosite

Text from Eurosite AGM (Gent 2012)

Recommendations

Taking the foregoing into account and subject to the views of members, it is recommended:

- (1) To support the joint transformation of the two organisations as a practical way to create one **new** network organisation;
- (2) To agree to using the legal structure of EUROPARC as a basis for the new organisation, subject to defined and necessary changes being mutually agreed during transformation;
- (3) To create the joint ODC as soon as possible following the AGMs, with a mandate to lead the joint transformation process;
- (4) To maintain both organisations, with due reference to existing governance arrangements, so that key decisions can be taken internally prior to or during the AGMs in 2013.

Finally, the active support, commitment and, where possible, practical help of members will be essential to create the new network and organisation.

Proposed joint transformation process – an indicative ‘road map’ of key result areas

Working primarily through the proposed Organisation Development Committee (ODC), as part of the joint transformation process, Eurosite and EUROPARC will have jointly developed the following key result areas and actions:

Key result areas:	Actions to include:
Establish the joint ODC	<ul style="list-style-type: none"> ○ Terms of reference jointly developed and agreed; ○ Independent chair jointly appointed; ○ Subject to costs, an independent change manager identified and jointly appointed.
Confirm Interim arrangements and necessary changes within existing governance structures	<ul style="list-style-type: none"> ○ On a reciprocal basis, to ensure transparency and consistency of the transformation process, agree communication protocols between the ODC, Eurosite Board and EUROPARC Council; ○ Lines of communication with members established; ○ Dates and locations agreed for joint meetings between Eurosite’s Board and EUROPARC’s Council timetabled.
Commission joint expert advice where necessary	<ul style="list-style-type: none"> ○ Assess current fiscal and legal arrangements; ○ Opinion obtained about possible future governance structures.
Review current staffing commitments	<ul style="list-style-type: none"> ○ Preliminary discussions held with existing staff of both organisations; ○ Specific attention given to any fixed term contracts and treatment for any possible vacancies.
Share work plans proposed for 2013 and, where practical, streamline	<ul style="list-style-type: none"> ○ Submissions for the EU NGO funding applications and other activities compared. ○ Steps taken to ensure a joint approach and to remove duplication of effort in ‘common’ areas of work – for example, communications, including web-based information, and representation in Brussels.

Develop new staffing structure	<ul style="list-style-type: none"> ○ Likely staffing requirements for new organisation and potential resource requirements considered; ○ New staffing structure developed for proposal.
Further develop and articulate Networking for Nature	<ul style="list-style-type: none"> ○ Means to obtain inputs from members and joint development and communication plan agreed; ○ Members' priorities and proposed activities discussed and agreed; ○ Draft operational activity plan developed and resource implications analysed.
Develop a proposed financial strategy	<ul style="list-style-type: none"> ○ Likely sources of income and models of expenditure developed to assess indicative budget requirements of new organisation.

Note that the foregoing is not exhaustive: it is indicative only at this stage. Several of the key result areas and actions are time-specific, others are ongoing, but all will require to be well-developed, if not concluded, prior to the AGMs in 2013. They are broadly similar to and intended to complement the timeline provided in the EUROPARC paper (see CAGM Doc 6b). Subject to mutual agreement and satisfactory progress being achieved, or a workable alternative being jointly proposed, a key decision point would require to be reached by late summer 2013.

Annex 2: Terms of Reference of the Organisational Development Committee

Purpose and Context

1. The purpose of the Organisation Development Committee (ODC) is to establish a single European Nature Protection Network Organisation by 1st January 2014 recognising that this network, its legal and governance structures and operational structures may itself be a step in the organisational development toward implementing the final preferred vision, the context for which the 'Network for Nature' document.
2. The Europarc Council has identified that the option of establishing a single network organisation by the objective start date, with most likelihood of delivery within the target timetable, and with least risk, is to build a new governance and organisational structure on the current legal platform of the Europarc Federation. However, the ODC is committed to investigating existing legal constraints and opportunities of both founder organisations, and for a new organisation.
3. The objectives established in this terms of reference for the ODC set out a requirement to ensure delivery of a single network by 1 January 2014, and development of forward plans- for consultation with members- for further change in structures, legal basis of operations, governance and location(s).
4. The ODC will produce a timetabled project plan for delivery of the objectives set out in this Terms of Reference Document.

Composition and Governance

5. The members of the ODC are:

Andrew Bachell	Eurosite
Anita Prosser	Eurosite
Eric Baird	EUROPARC
Harry Koenders	Eurosite
Marian Jager Woltgens	EUROPARC
Yves Verilhac	Eurosite
6. ODC members shall agree one of their numbers to lead or chair each meeting. The lead or chair of the meeting may be undertaken by the same ODC member at each meeting, or may rotate between members.
7. The Board and Council of the existing networks shall agree the detailed project plan for the formation of a single network.
8. The Board and Council of the existing networks shall delegate authority to their representatives on the ODC to take whatever operational decisions are necessary to deliver the agreed activities set out in the project plan, and, through this work, to deliver agreed project targets.
9. The individual members of the ODC are expected to network with the respective boards/councils of EUROPARC/Eurosite, but as individuals are expected to act within the bounds of the constitutions of Eurosite and EUROPARC

Exclusions

10. The ODC is not required to work on wind up arrangements for existing networks.

Objectives

11. To propose a single, operational network organisation by January 2014,
12. Propose ~~/~~ vision for the structure and operation for the single Organisation aiming to be approved by Council, Board and respective General Assemblies.
13. To develop and implement agreed action plans to achieve changes in financial, staffing, legal and governance arrangements
14. Deliver a single strategy from a single budget and staff group and led by a single governance structure.
15. Produce papers and recommendations for both existing networks' General Assemblies
16. If practical considerations do not allow for the establishment of the single network by 1 January 2014, the OCD will produce a project plan for the longer term implementation of a single organisation
17. Further objectives may be added to these terms of reference by agreed resolution of both EUROPARC council and Eurosite Board.

Targets

18. Review and seek independent legal advice, financial and organisational development material and confirm a recommended option for delivery of a single member network by 1 January 2014.
19. Establish and implement a timetabled project plan for delivery of the objectives set out in this Terms of Reference Document.
20. Implement-feedback from the Board and Council of Eurosite and Europarc, where the agreed, achievable results by 1 January 2014 diverge from the agreed vision for the new network, establish a timetabled project plan for delivery of the network vision beyond 1 January 2014.
21. Establish agreed and timed project plans to develop all governance, financial, staffing operational and legal aspects of a single network by 1 Jan 2014.
22. Following agreement of these project plans, deliver agreed project plan actions, with stages signed off by both EUROPARC Council and Eurosite Board.
23. Provide regular written proposal for any required approvals for future action by the ODC to Europarc Council and Eurosite Board, in a form suitable for subsequent publication on websites to maintain communication on process with members.
24. To provide a full briefing to both Presidents within 48 hours of each ODC meeting.
25. Submit draft General Assembly papers and resolutions for joint approval by both current networks by 15th August 2013.

Annex 3: Summary of key activities of Europarc and Eurosite

CORE STRATEGIC AREA	EUROPARC ACTIVITIES	EUROSITE ACTIVITIES
Management for nature	<p>EUROPARC Consulting GmbH pool of some 60 to 70 experts</p> <p>Working groups (eg. Wild Europe Initiative, Health and Protected areas)</p> <p>Transboundary Certification Schemes; Transparcnet</p> <p>LIFE project partner;</p> <p>Efficient Managers for Efficient NATURA2000 Network</p>	<p>Consultancy</p> <p>Working groups (eg. Marine & Coastal, Ecosystem Services, Climate change and management of Natura 2000)</p> <p>Euro-site-manager publication</p> <p>LIFE project partner:</p> <p>Eurosite Twinning</p> <p>Land stewardship</p>
People and organisational development	<p>Encouraging and facilitating inter-regional cooperation, with emphasis on supporting transboundary cooperation including network meetings.</p> <p>Grundtvig Learning Partnership – volunteers in parks</p> <p>Junior Rangers & Youth Scholarships.</p> <p>Training for volunteer coordinators, standards etc.</p> <p>Charter for Sustainable Tourism; network of 107 parks, Biannual meeting , action at a European and international level to determine criteria and standards for sustainable tourism in protected areas.</p> <p>Siggen seminar series - Annual intensive training seminar on management topic</p> <p>Section meetings and initiatives and projects undertaken across the network</p> <p>Annual conference, workshops, seminars, training.</p> <p>European Day of Parks</p> <p>Communication:</p> <ul style="list-style-type: none"> • Main website • Monthly e-news; • Charter website; • 4xp.a. Charter news; • 2 facebook sites; • 1 twitter account; • Annual Report; • Protected Areas In-Sight; • Conference Report; • Produce publications..already have a library of publications with more guidelines in various aspects of PA management in the pipeline <p>(this is generic, across several 'areas')</p>	<p>Improving competence and expertise, acting together to influence, sharing expertise between members, increasing understanding of EU policies, events and conferences.</p> <p>Capacity building activities / workshops – e.g. Natura 2000 Monitoring</p> <p>Communication e.g. email news, website, project reports and annual meetings</p>

<p>Advocacy and representation</p>	<p>Maintains Brussels office for closer working with the EU institutions and international partners</p> <p>Represents members at events, seminars, conferences in Brussels and across Europe, and globally</p> <p>Written representations / consulted on key policy areas</p> <p>Section meetings and initiatives, annual conferences, workshops, seminars, training</p> <p>European Day of Parks</p> <p>Close partnership working with range of international organisations such as WCPA, US National Parks Service and International Ranger Federation, Parks Forum, Red Parques (Latin America)</p> <p>Slow Food International</p> <p>IUCN and EHF member</p> <p>Lobbying and advocacy work.</p> <p>Policy and advocacy informal group</p> <p>Written submissions on EC policies/ practice</p> <p>Work with CAP NGO Coalition on reform</p> <p>Contribute to Biogeographic process</p> <p>Member of Natura 2000 Expert Working Group and of EC Tourism and Sustainability Group</p>	<p>Building links with EC. Represented on EC Expert Group on Management Of Natura 2000 sites</p> <p>Seat on Agriculture and Natura 2000 sub-group</p> <p>At the invitation of the EC, participant in the Biogeographic Process</p> <p>Green Week - regular applicant and supporter</p> <p>Written submissions and consultee on EC policies/ practice – e.g. SAC and setting conservation objectives draft guidance papers; EU Adaptation (Climate Change) Strategy</p> <p>Project partner for production of recent EC guidelines (eg. Management of Climate Change in Natura 2000, Wilderness and Natura 2000)</p> <p>Work in collaboration with partners on CAP reform</p> <p>EHF member (Eurosite was a founding member of the EHF)</p>
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NB: The work programmes of both networks include activities on coastal and marine topics, climate change and a range of other themes not captured specifically in this table (which is only an illustrative summary).