



**Documents of the 77<sup>th</sup> Meeting of the Bureau of the IUCN Council**  
Gland, 18-19 July 2019

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**A. SUMMARY MINUTES OF THE 77<sup>th</sup> BUREAU MEETING**



## 77<sup>th</sup> Meeting of the Bureau of the IUCN Council

Meeting in person at IUCN Headquarters in Gland  
on Thursday 18 and Friday 19 July 2019

### Draft Agenda v1.2

Time	Agenda Items
Thursday 18 July 2019	
9:00-9:15	<b>Item 1: President's opening remarks and approval of the agenda</b> <ul style="list-style-type: none"> <li>• <i>Document B/77/1</i></li> </ul>
9:15-10:00	<b>Item 2: Status of the follow-up to the outcomes of previous Council and Bureau meetings</b> <ul style="list-style-type: none"> <li>• <i><a href="#">Document B/77/2</a> with the "Progress tracker" of follow-up to outcomes of previous Council and Bureau meetings. Any particular item that would need discussion / decision of the Bureau may be added to the agenda of the 77<sup>th</sup> Bureau meeting.</i></li> </ul>
10:00-12:30	<b>Item 3: Update on the financial situation</b> <ul style="list-style-type: none"> <li>• <i>Report by the Acting Director General and Chief Financial Officer</i></li> <li>• <i>Comments by the Acting Chair of FAC and the Treasurer</i></li> <li>• <i>Results from the FAC Retreat on financial sustainability post-2020</i></li> <li>• <i>Discussion</i></li> </ul>
14:00-18:00	<b>Item 4: Recruitment of the new Director General of IUCN</b> <ul style="list-style-type: none"> <li>• <i>Report by the Chair of the Succession Planning Committee (SPC), including</i> <ol style="list-style-type: none"> <li><i>Terms of Reference of the DG (Cf. <a href="#">document B/77/4/1</a> presenting the ToR of the DG as approved by the SPC on 17 July 2019)</i></li> <li><i>Terms of Reference and composition of the Search Committee</i></li> <li><i>Mandate of the DG search firm</i></li> <li><i>Next steps</i></li> </ol> </li> </ul>
Friday 19 July 2019	
9:00-12:30	<b>Item 5: Update on the preparations for the IUCN World Conservation Congress 2020</b> <ul style="list-style-type: none"> <li>• <i>Introduction by the Acting Director General and the 2020 Congress Director</i></li> <li>• <i>Update on the Regional Conservation Forums (RCF) by the Global Director, Union Development Group</i></li> <li>• <i>Comments by the Chair of CPC</i></li> <li>• <i>Discussion, including how to ensure links with specific events, particularly CBD COP15 (October 2020) and UN Climate Action Summit 2019 (New York, 23 September 2019)</i></li> </ul>
14:00-14:30	<b>Item 6: Appointments in the steering committee of WCEL</b> <ul style="list-style-type: none"> <li>• <i><a href="#">Document B/76/6</a> presents the proposals from the Chair of WCEL for appointment in WCEL's steering committee</i></li> </ul>
14:30-16:30	<b>Item 7: Preparations for the 97<sup>th</sup> Council meeting</b> <ul style="list-style-type: none"> <li>• <i>Modification of Bureau decision B/75/3 (5 October 2018) concerning the date of the 97<sup>th</sup> Council meeting: following a consultation with the members of the Council, it is proposed to change the dates from 17-20 October to 19-22 October 2019</i></li> <li>• <i>Update on the main topics under preparation for consideration at the 97<sup>th</sup> Council meeting by the Chairs of the Standing Committees and the Secretary to Council</i></li> </ul>

16:30-17:00

**Item 8: Any other business**

## Follow-up to the Council and Bureau meetings held since the 2016 Congress – Progress tracker - status 16 July 2019

[The present document is an updated version of Bureau document B/69/2/1. It is intended to track progress on all actions required by/from Council and Bureau since the 2016 World Conservation Congress, including actions which the IUCN Council 2012-16 recommended or deferred to the next Council]

### Colour Code:

### References:

2016 Congress follow-up	WCC-2016-Res-... = 2016 Congress Resolution
Strategic direction	C92 = 92 <sup>nd</sup> meeting of the Council (8-9 February 2017)
Oversight	B69 = 69 <sup>th</sup> meeting of the Bureau (15-16 May 2017)
Fiduciary Responsibility	B70 = 70 <sup>th</sup> meeting of the Bureau (6 June 2017)
	B71 = 71 <sup>st</sup> meeting of the Bureau (29-30 August 2017)
	B72 = 72 <sup>nd</sup> meeting of the Bureau (8 November 2017)
	B73 = 73 <sup>rd</sup> meeting of the Bureau (18 November 2017)
	C93 = 93 <sup>rd</sup> meeting of the Council (19-21 November 2017)
	B74 = 74 <sup>th</sup> meeting of the Bureau (28 April 2018)
	C94 = 94 <sup>th</sup> meeting of the Council (30 April-2 May 2018)
	B75 = 75 <sup>th</sup> meeting of the Bureau (5 October 2018)
	C95 = 95 <sup>th</sup> meeting of the Council (6-8 October 2019)
	B76 = 76 <sup>th</sup> meeting of the Bureau (26 March 2019)
	C96 = 96 <sup>th</sup> meeting of the Council (28-31 March 2019)
	B77 = 77 <sup>th</sup> meeting of the Bureau (18-19 July 2019)
	C97 = 97 <sup>th</sup> meeting of the Council (19-22 October 2019)

	Decision (DEC) Summary Minutes (MIN)	Action required	Responsible	Status	Next step(s)
4	WCC-2016-Res-018	Requests Council to adopt the <b>framework for the IUCN Environmental Impact Classification for Alien Taxa (EICAT)</b> as the union's standard for classifying alien species in terms of their environmental impact (following the consultation process referred to in the Resolution)	PPC > Council	IN PROGRESS DEC C/93/20 Annex 11 (PPC report) PPC report to C95, p.7 PPC Report to C96, p.14	EICAT standard to PPC by C97
5	WCC-2016-Res-029	Council to <i>"establish an 'IUCN Urban Alliance', chaired by a member of Council and composed of Members and units of Commissions and the Secretariat concerned with urban dimensions of conservation, and charge it with assisting Members, Council, the Director General, Commissions and</i>	Urban Task Force > PPC	IN PROGRESS Urban TF report on Urban Alliance at each PPC meeting	Urban TF progress report to PPC at C97

		<i>National and Regional Committees in carrying out the purposes of this Resolution.”</i>			
7	WCC-2016-Res-045	Council to approve a <b>policy statement on the importance of the conservation of primary forests</b>	PPC > Council	IN PROGRESS DEC C/93/20 Annex 11 (PPC report); PPC report to C96, p. 14-15	TF on Primary Forests to submit draft to PPC for consideration at C97
8	WCC-2016-Res-052	Council, Commissions and Members assist the Director General both technically and intellectually with the methodology for <b>establishing such a Marine Protected Area (Astola Island)</b>	WCPA	IN PROGRESS PPC recommends WCPA to follow this up: C/92/8 Annex 7 (PPC Report p.4)	Confirmation from WCPA that they will take responsibility for follow-up
11	WCC-2016-Res-086 DEC C/96/23	<b>Council motion on synthetic biology policy</b> Council, based upon the recommendations of the assessment, to develop an IUCN policy to guide the Director General, Commissions and Members on biodiversity and nature conservation in relation to <b>synthetic biology</b>	Task Force > PPC > Bureau	IN PROGRESS Also covered under line 61	Council motion to 2020 Congress to be approved by Bureau
64	DEC C/96/29 (Report PPC p.7)	<b>Consideration of a guidance note for implementing the WCC-2016-Rec-102</b> ( <i>Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development</i> ) Secretariat to present a revised draft to PPC at C97	Secretariat > PPC	IN PROGRESS	Secretariat presents revised draft to PPC at C97
13	MIN B/69 p.1-2 MIN B73 p.4 MIN C93 p.7	<b>Improvement of IUCN’s governance</b> Working Group established by the Bureau in May 2017 to report to Bureau in November 2017 identifying <b>areas for improvement of IUCN governance</b> . Bureau to propose to Council process with timeline for each of the reforms identified. Currently under development: a. Subnational authorities in IUCN b. Comprehensive gender approach at IUCN c. Elected indigenous Council position d. Modification of “Regional Councillor” e. Establishment / operating rules of National/ Regional and Interregional Committees f. Commissions in National / Regional Committees	New areas: Bureau WG > Bureau > Council  Implementation: GCC > Council	IN PROGRESS	On the agenda of every B and C meeting  GCC at C97

		<ul style="list-style-type: none"> <li>g. Statutory amendments improving the motions process</li> <li>h. Election procedures and inclusiveness of dependent territories</li> <li>i. Clarification of membership admission and rights</li> <li>j. Harmonized process for filling vacancies for Treasurer, Commission Chair and Regional Councillor</li> </ul>			
51	MIN C94 p. 16	Jennifer Mohamed-Katerere continued by stating that there were two elements raised in the Council meeting on 1 May that needed to be included in the Table for future consideration of the WG, but emphasised that they were not for consideration at this meeting: (1) to <b>review / clarify the term of Councillors in conjunction with the periodicity of Congress</b> , and (2) <b>strengthen the process for selecting the date and venue of future World Congresses</b> by engaging a member of Council at an early stage of the evaluation process	Bureau WG		
59	DEC C/96/3	<b>Recruitment of a new DG</b> Follow-up to ToR of the <b>Succession Planning Committee (SPC)</b>	SPC > Bureau > Council	"Accelerating the process"	SPC meeting 17.07 and B77
60	DEC C/96/6 B/XV (28 June 2019) B/XVI (1 July 2019)	<b>External Review of IUCN's Governance</b> Working Group established by Bureau to prepare the "management response" to the External Review. Bureau, "recommends the Council, based on a recommendation of the GCC, to continue to review the <b>roles and responsibilities of the elected positions in the Council</b> , as part of the Management Response to the External Review of IUCN's Governance."	WG > GCC > Council  WG > GCC > Council	IN PROGRESS	1. Confirm membership WG 2. Designation of WG Chair
61	DEC C/96/25	<b>Council motions for 2020 Congress</b> <ul style="list-style-type: none"> <li>1. IUCN Policy on Synthetic Biology</li> <li>2. Retirement of Obsolete Resolutions</li> <li>3. Post-2020 Global Biodiversity Framework</li> <li>4. Red List of Ecosystems</li> <li>5. Nature-based Solutions Standard</li> <li>6. UN Decade of Ecosystem Restoration</li> <li>7. Urban-Nature Agenda</li> <li>8. IUCN Policy on Natural Capital</li> <li>9. Conservation and Human Rights</li> <li>10. Climate Change and Biodiversity</li> <li>11. Sustainable Agriculture and Food Systems</li> </ul>	PPC > Bureau	IN PROGRESS	PPC call 26 July

65	DEC C/96/29 (Report FAC, p. 4)	<b>Fact finding Mission FAC</b> The Fact Finding Mission agreed to report to the FAC within one month.	FFM > FAC	IN PROGRESS	FAC to consider FFM Report
19	DEC C/88/19 (April 2016)	<b>Socially responsible investment</b> In April 2016, the IUCN Council requested its Finance and Audit Committee to investigate options for divesting IUCN from petrochemicals, agrochemicals (Syngenta), and tobacco securities of any kind, and report back to Bureau with the aim of having a full discussion at the first ordinary meeting of the Council in the next term (2017-20).	FAC > Council		
24	DEC C/92/8 Annex 7 (PPC Report p.4)	<b>Council Global Focal Persons:</b> 1. Recommendation PPC of ToR and appointment of a <b>Council gender focal point</b> (following approval of amendment to Reg 45bis)	1. PPC	1. IN PROGRESS - PPC Chair's update: MIN B/69 p.5-6	?
28 42	DEC C/92/14 DEC C/93/16 DEC C/96/29 (GCC Report, p.9)	FAC and GCC prepare <b>membership dues</b> 2021-24 in time for submission to 2020 WCC. Council requests the Secretariat to further study the potential for recruiting new Members amongst zoos, aquaria, botanical gardens, universities and museums through the <b>creation of a new dues group</b> and present this at the 94 <sup>th</sup> Council meeting in May 2018.	Joint FAC/GCC dues TF	IN PROGRESS	Joint FAC/GCC dues TF at C97
29	DEC C/92/8 Annex 9 (GCC Report p.8) MIN C/92 p.3 DEC C/93/12 MIN C93 p.12 C/96/7.1 (GCC Report p.6)	<b>Membership Strategy</b> Council requests the Director General to ensure that the membership strategy includes recruitment of new Members from geographies where Members are currently under-represented. Comments gathered during the RCFs will be incorporated into the document and the revised version will be submitted to GCC for comment with the aim of presenting a final version for approval at C97 in October 2019.	Secretariat	IN PROGRESS	Secretariat submits a revised version to GCC
49	MIN B74 p. 1  DEC C/96/29 (PPC Report, p. 23)	<b>Environmental Defenders</b> Add to Progress Tracker "more action on behalf of <b>environmental defenders</b> as an issue of on-going concern". The Programme and Policy Committee <b>agrees</b> on the formation of a task force on Human Rights and the Environment and <b>recommends</b> that Terms of Reference be developed for consideration at the next PPC meeting.	PPC	IN PROGRESS	PPC at C97 considers ToR of TF
52	MIN C94 p. 17	Another Council member requested that at some point in the future, <b>the process for bringing documents and</b>	Legal Adviser		



		<b>proposals to/from the Bureau, its Working Groups, Council and Council Committees be clarified</b> and documented, in particular if it concerns statutory reform which belongs to the mandate of the GCC. If Regulation 45bis was approved at this Council meeting, this should not be considered to set a precedent for future documents. [...]The Legal Adviser offered to provide a legal opinion to Council on this procedural issue.			
55	DEC C/95/2	<b>Congress committees or Council committees to prepare Congress</b> Bureau, on recommendation of GCC, approves ToR of: a. Congress Finance and Audit Committee b. Council's Nominations Committee c. Congress Governance Committee d. Congress Programme Committee e. Congress Resolutions Committee f. Congress Procedural Adviser	GCC > Bureau	IN PROGRESS	GCC before C97
57	DEC C/95/20	<u>Requests</u> Council members to return the <b>Conflict of Interest Disclosure Form</b> duly filled out and signed by 30 November 2018. The Vice-Presidents acting as Ethics Committee were informed on 8 December 2018 that, despite reminders, seven (7) Council members had not returned the form.	Council members	As of 27 May 2019: 5 Council members have not submitted the form	
62	DEC C/96/26  DEC C/96/29 (Report FAC, p.6)	<b>Data Protection Policy</b> Council, " <u>Decides</u> that the Council Performance Commitment Form be revised to include an express commitment to comply with the IUCN Data Protection Policy; and <u>Requests</u> the Governance and Constituency Committee to present a formal proposal to Council or Bureau as soon as possible." FAC "requests that the Legal Advisor works with the Governance and Constituency Committee to propose specific wording for adoption by Council or Bureau as soon as possible."	Legal Adviser > GCC > Council	IN PROGRESS	GCC at C97 (or earlier)
63	DEC C/96/2 B/XIV (5 June 2019)	<b>Additional members in CPC and the Motions Working Group (MWG)</b> Bureau to appoint 3 additional members in MWG Bureau to appoint 3 additional members in CPC acting as appeals body	MWG > Bureau CPC > Bureau	IN PROGRESS	Nominations received by 17.07 to MWG and CPC for advice

**Addendum: COMPLETED ACTIONS OR ACTIONS INCORPORATED UNDER OTHER ACTIONS IN PROGRESS (ABOVE)**

1	WCC-2016-Res-001 DEC C/92/8 Annex 7 (PPC Report p.3) DEC C/96/22	Secretariat report on progress made and proposals on a step-wise process to follow-up to Resolution WCC-2016-Res-001 on <b>Identifying and archiving obsolete Resolutions and Recommendations</b>	1. Secretariat proposal 2. PPC	COMPLETED	
2	WCC-2016-Res-002	Council to <b>recognize a Global Group for National and Regional Committee Development</b>	Council	COMPLETED DEC C/92/11	
3	WCC-2016-Res-003 DEC C/92/8 Annex 9 (GCC Report p.2)	1. Pre-working group of GCC to propose to GCC ToR and membership for the working group required by WCC-2016-Res-003 on <b>"Including regional governments in the structure of IUCN"</b> 2. GCC recommends to Council the establishment of the working group 3. Council approves establishment of the working group	1. pre-working group led by Jenny Gruenberger 2. GCC 3. Council	COMPLETED	
5	WCC-2016-Res-029 DEC C/92/8 Annex 7 (PPC Report p.4) MIN C/92 p.7	1. Core group of PPC for the preparation of an "urban task force" to propose ToR to scope how the <b>IUCN Urban Alliance</b> which the Council is required to establish (WCC-2016-Res-029) would look like and how it would be resourced, among other things. 2. PPC approves ToR, name and membership of the task force.	1. core group led by Jonathan Hughes 2. PPC	COMPLETED DEC PPC/41/4 (24 Aug 2017)	
6	WCC-2016-Res-030	Council actions required under WCC-2016-Res-030 <b>"Recognizing and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas"</b>	PPC	COMPLETED DEC C/93/20 Annex 11 (PPC report)	Regular updates in PPC
9	WCC-2016-Res-056 DEC C/92/8 Annex 7 (PPC Report p.4) MIN C/92 p.7 DEC C/90/4 (Aug 2016)	1. Core group of PPC for the preparation of a <b>"climate change task force"</b> to propose ToR 2. PPC approves ToR and membership of the task force 3. The IUCN Council 2012-16 recommended the <b>report of its Climate Change Task Force</b> to the Director General and the next Council for consideration. <sup>1</sup>	1. core group led by Angela Andrade 2. PPC 3. Secretariat and PPC/Council	COMPLETED DEC PPC/41/2 (24 Aug 2017)	

<sup>1</sup> "Elements of an Institutional Strategy for IUCN on Climate Change" endorsed by the IUCN Council at its 90<sup>th</sup> Meeting (31 August 2016, decision C/90/4)

10	WCC-2016-Res-075 DEC C/92/9 DEC C/92/8 Annex 7 (PPC Report p.4)	Chair CEESP and Secretariat to recommend Council response to WCC-2016-Res-075 “Affirmation of the role of <b>indigenous cultures</b> in global conservation efforts”	Chair CEESP (PPC focal point for Res-075) and Secretariat	COMPLETED	Regular updates to PPC
12	WCC-2016-Dec-113	With the objective of <b>improving the motions process</b> for the future, and based on IUCN Members’ feedback on the online discussion and vote on motions prior to the 2016 Congress, Council, if needed, prepares <b>amendments to the Rules of Procedure</b>	1. GCC with its Task Force to update the motions process 2. Council	COMPLETED	On GCC agenda at C95
14	MIN C/92 p.12  MIN B/69 p.8  MIN B/71 p.4-5  MIN B73 p. 3-4	<b>Council’s strategic objectives and priorities 2017-20:</b> “[The President] suggested that the Vice-Presidents examine this further with the assistance of the DG and Secretariat, and report to the Bureau in view of preparing a decision of the Council which could be finalized by electronic communication before the next Council meeting and invited all Council members to write to the President, the Vice-Presidents, the DG or the Secretary to Council with further ideas as input for the Vice-Presidents.” While the 1 <sup>st</sup> and 3 <sup>rd</sup> strategic priority areas identified during the 92 <sup>nd</sup> Council Meeting (income stability and implementation of the One Programme Approach) had already been the focus of the Director General and the Bureau, the 2 <sup>nd</sup> priority area, the need for a stronger value proposition, required more attention. Peter Cochrane volunteered to prepare a <b>conversation starter on the value proposition</b> . The suggestion was made for Bureau to facilitate the development of the value proposition, with the assistance of the Secretariat and the CEC. The President requested the Secretariat to coordinate the inputs from Bureau members, Commissions and Secretariat and to prepare a revised draft [ <i>of the value proposition</i> ] to the Bureau in 1-2 months with a view to presenting it to the Council, and accepted Peter Cochrane’s offer to prepare a note to introduce further discussion in	Bureau / Council  Peter Cochrane  DG  Peter Cochrane	COMPLETED C/95/6  <b>COMPLETED</b> MIN B71  <b>COMPLETED</b> MIN B73 p.3-4  <b>COMPLETED</b> MIN B73 p.3-4	

	<p>MIN C93 p. 6-7</p> <p>MIN C94 p. 13-15</p>	<p>Council of the strategic <b>objectives and priorities of Council for 2017-20</b>. [The President] concurred with the suggestion to <b>establish a Council working group</b> tasked with identifying objectives / priorities and bring them to the Bureau and then to Council. The <u>President</u> will consult with the four Vice-Presidents and the Chairs of the three standing committees in order to establish the working group. The <u>President</u> also thanked Peter Cochrane for his work on IUCN's value proposition which he undertook in follow-up to the February Council. [Cf. document C/93/4.2/2] This was discussed in the Bureau on 18 November 2017. The <u>President</u> informed that Peter Cochrane would circulate a revised version of the value proposition for Council's consideration when discussing the Council's objectives and priorities 2017-20. The <u>President</u> suggested establishing a small working group, and invited Peter Cochrane to chair it. The working group should be composed of the three pillars, Council, the Secretariat and the Commissions, and should have geographical, gender and thematic (financial, programme, law, governance) balance. He called for an indication of who might be willing to participate, confirming that the decision will be made after the Council meeting.</p>	<p>President</p> <p>Peter Cochrane</p>	<p><b>COMPLETED</b></p>	
<p>15</p>	<p>MIN C/92 p.14</p>	<p>"As a new world order was coming into place, albeit with a lot of unpredictability and uncertainty, it was important to monitor the external environment which was volatile, and to assess how to position the Council. For this purpose, the IUCN President intended to <b>establish a small group of experienced 2<sup>nd</sup> term Council members, chaired by Andrew Bignell</b>, to work closely with the President."</p>	<p>President</p>	<p>REMOVED</p>	
<p>16</p>	<p>MIN B/69 p.3</p>	<p>The Bureau concluded, following comprehensive discussions on the financial challenges facing IUCN and the response pathway being followed, that a <b>liaison group</b> comprised of members of the Bureau (to be finalized by the President after consultations)</p>	<p>Ayman Rabi, chair of liaison group</p>	<p><b>COMPLETED</b> MIN B/71</p>	

	MIN B71 p.6	<p>will be established with the purpose of <b>gathering further relevant information for establishing time bound financial targets and keeping track of progress towards the achievement of these targets</b> in order to report back to the Bureau and, if required, composing a draft formal decision for Council. The IUCN President requested Ayman Rabi to chair the group.</p> <p>The President invited the Chair of the FAC to present the results of the finance liaison group after explaining that during its <i>in camera</i> meeting on the previous day, the Bureau had appreciated the work and findings of the Finance Liaison Group and, noting a duplication of efforts, decided to discontinue the Liaison Group on Finance while entrusting the responsibility of continuing the Bureau liaison work on financial matters to the FAC Chair, in consultation with the Treasurer and the Vice President located in the FAC.</p>			
17	MIN B/69 p.5 MIN B/71 p.11	<p>After a detailed discussion of the organizational change process, the valuable and incisive findings of the December 2016 staff survey, and other HR related matters, the Bureau decided to establish a <b>liaison group</b> composed of members of the Bureau (to be finalized by the President after consultations), with the purpose of <b>servicing as contact point of further exploring the current HR procedures and policies, rules and practices applied within IUCN</b> with the objective of reporting back to the Bureau with its recommendations and, if required, composing a draft decision for Council. The President requested Ali Kaka to chair the group.</p>	Ali Kaka, Chair HR liaison group	COMPLETED Min B71	
18	MIN B/69 p.5	<p>With respect to the (last) slide about the <b>requirements for reporting to the FAC on HR issues</b>, the Bureau members agreed to the DG preparing a collation of documents considered relevant for the FAC to exercise its oversight role in addition to the revision of the Staff Rules which have not been updated since 2003, and subsequently to request the FAC whether it wishes to receive additional information.</p>	Secretariat	COMPLETED DEC C/93/20 Annex 12 (FAC report)	

20	MIN C/92 p.4-5	Confirm and record any changes in the <b>membership of the Council committees</b> occurring following the adoption of decision C/92/3	Bureau	<b>COMPLETED</b> MIN B/69 p.2	
21	DEC C/90/8 <sup>2</sup> DEC C/92/8 Annex 7 (PPC Report p.4)	1. Develop ToR for a <b>Private Sector Task Force</b> 2. PPC approves ToR and membership of the task force	1. Jonathan Hughes at the request of the PPC Chair 2. PPC	<b>COMPLETED</b> DEC PPC/41/3 (24 Aug 2017)	
22	DEC C/92/8 Annex 7 (PPC Report p.4)	Secretariat update on IUCN's engagement on <b>food systems</b>	Secretariat	COMPLETED DEC C/93/20 Annex 11 (PPC report)	
23	DEC C/92/8 Annex 7 (PPC Report p.5)	1. Secretariat to conduct a stocktaking study on various pieces of work done by the Secretariat programmes and the Commissions on relationships between healthy ecosystems and human health. 2. This study would then inform PPC at its next meeting to make a recommendation on how to strengthen the <b>inclusion of health dimensions in the work of IUCN.</b>	1. Secretariat 2. PPC	COMPLETED  DEC C/93/20 Annex 11 (PPC report) PPC report at C94, p.5-6	
24	MIN C/92 p.7  DEC C/93/7	2. Recommendation PPC for <b>amendment of Regulation 45bis</b> regarding Council's oceans focal point with a view to making this provision more generic. 3. Council appoints Peter Cochrane as the IUCN <b>Council Global Oceans Focal Person</b> and tasks him with the development of draft terms of reference for the position, to be decided by PPC.		<b>2. COMPLETED</b> <b>3. COMPLETED</b>	
25	MIN B/71 p.8	A short discussion followed on the <b>acceptability, from an ethical viewpoint, of a number of IUCN Members questioning election candidates in the Union Portal in 2016 about their views on trophy hunting</b> , mentioning the number of votes they represent during the Congress. A number of Bureau members were of the view that it was part of IUCN Members' democratic right to lobby election candidates and IUCN Member organizations have different styles. The Chair of GCC will consult with		COMPLETED (MIN B76)	

<sup>2</sup> By decision C/90/8 adopted at its 90th Meeting in August 2016, the IUCN Council recommended to the next Council to consider establishing a Private Sector Task Force in order to sustain the positive experiences of the current term (2012-16).

		GCC's Deputy Chair whether to bring this matter to GCC for discussion and advice.			
25	MIN C/92 p.13	"In the absence of any objection, the IUCN President accepted the request from a Council member that Council referred the decision on the <b>appointment of the IUCN Council Global Oceans Focal Point</b> (Regulation 45bis) to the Bureau."	Bureau	IRRELEVANT Given DEC C/93/7	
26	DEC C/92/10	1. Commission Chairs work with Secretariat / CFO Mike Davis to prepare a revised draft of the <b>Commission Financial Rules</b> 2. FAC to consider revised draft at its remote meeting to be held at the end of May / beginning of June 2017 3. Bureau decision on recommendations FAC	1. Commission Chairs/Secretariat 2. FAC 3. Bureau	<b>COMPLETED</b> DEC B/70/4	
27	DEC C/93/11 MIN C93 p.11-12	<b>Membership admission:</b>  <u>Recommends</u> the admission of the <b>International Fund for Animal Welfare</b> – IFAW, USA; and <u>Submits</u> the decision to admit the International Fund for Animal Welfare (IFAW) as a Member of IUCN to IUCN Members eligible to vote by electronic vote;  <u>Defers</u> the admission of <b>Exploralis</b> , Tunisia; and <u>Requests</u> the Secretariat to seek additional clarification from this organisation regarding their statutes and their objectives and from Members in Tunisia;  <u>Defers</u> the admission of <b>Tajjin (AITA) Foundation</b> , China; and <u>Requests</u> the Secretariat to seek additional clarification from the IUCN China Country Office and the IUCN Asia Regional Office with respect to Article 7 of the IUCN Statutes.	Secretariat/ Legal Adviser      Secretariat/GCC/Council	<b>COMPLETED</b>    <b>COMPLETED</b> DEC B/V (23 Feb 2018)  <b>COMPLETED</b> (C/94/12)	
30	DEC C/92/8 Annex 9 (GCC Report p.3)  MIN B71 p.9	<b>Council Handbook:</b> GCC to make recommendation to Council regarding the three performance tools to be annexed to the <b>Council Handbook</b> .  1. The Bureau requested the GCC (the working group chaired by Tamar Pataridze) to work with the	GCC   1. GCC and Ethics Committee	<b>COMPLETED</b>	

	<p>MIN B73 p.6</p> <p>MIN C93 p.17</p> <p>MIN B72 p.1</p>	<p>Ethics Committee (Vice-President John Robinson) to examine whether the <b>Performance Commitment</b> tool and the <b>Conflict of Interest Disclosure Form</b> could be merged in order to reduce the number of forms to be signed, or to harmonize both documents on the point of conflicts of interest in case both documents are maintained as separate documents, and to make a recommendation to Council.</p> <p>Malik Amin Aslam Khan, Vice-President, Chair of the Ethics Committee, reported that the Ethics Committee had developed the <b>Conflict of Interest Disclosure Form</b> which Council members will be required to sign / submit on an annual basis. He suggested that the GCC consider merging the Form with the Performance Commitment for Council members, as the Bureau requested at its 71<sup>st</sup> meeting. When the result of GCC's work will be available, the Form as well as the amendment to the Code of Conduct for Council members can be approved by the Bureau or the Council. The Bureau agreed to proceed accordingly.</p> <p>"The Bureau has requested GCC to look into consolidating the Conflict of Interest Declaration Form and the Performance Commitment for Council members so there are fewer forms to sign. Given the modifications to come, the President, with agreement from the four Vice-Presidents, suggested that Council <b>approval of the Handbook and the amendments to the Code of Conduct</b> be deferred until further work by the GCC had taken place."</p> <p>A member of the Bureau shared two comments on the Ethics Committee's proposal of a Conflict of Interest Disclosure Form: 1) in addition to business transactions, the Form should also, and explicitly, refer to consultancy activities, and 2) the Form does not provide the time period for which interests have to be disclosed: the Form will only state what is to be disclosed at the time of submitting the Form. The President invited Bureau members to share any comments with the Chair of the Ethics Committee</p>			
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	MIN B73 p. 6  MIN B/71 p.9  MIN B/71 p.9	and the Secretary to Council in advance of the 73rd Bureau meeting. A question of a Bureau member to clarify the scope of the term “business transaction” which seemed to be defined in a very broad manner, was referred to the Ethics Committee. <b>2. IUCN Councillor Activity Report:</b> <i>[The President]</i> will ask a Vice-President to study, in consultation with the Chairs of the standing committees and the DG / Secretariat, some form of reasonable support (incl. a ceiling) for Council members who do not have such access to resources, and to prepare a proposal to the next Bureau meeting. <b>3. Self-Assessment:</b> The President invited Bureau members to share their feedback with the Chair of GCC who will consult with the other standing committee Chairs and the GCC and bring back a form, revised as appropriate, so that we can start using the form as soon as possible.	2. GCC re Activity Report and FAC for Councillors’ travel budget (cf. line 40 below)  3. GCC		
31	MIN C/92 p.13	1. Proposals for <b>additional appointments for the Commission steering committees</b> which the Chairs of WCEL, CEC and CEESP announced during the 92 <sup>nd</sup> meeting. 2. Bureau takes the decision	1. Chairs WCEL, CEC and CEESP 2. Bureau	<b>COMPLETED</b> for CEC and CEESP DEC B/I (2 Oct 2017)	
32	DEC B/69/6	Determine the <b>specific dates of Council meetings</b> in 2018-20 taking into account the time periods approved by the Bureau	Secretary to Council	<b>COMPLETED</b> DEC B/II (2 Oct 2017)	Dates for Council meetings in 2019 and 2020 to be proposed when date for WCC 2020 is known
33	MIN B/69 p.9	Prepare a more focused draft response to the letter from <b>The Ecological Society of the Philippines</b> to be sent in the name of the Bureau	Secretary to Council	<b>COMPLETED</b> Letter sent on 13 June 2017	
34	MIN B70 p.2 MIN B71 p.1	1. The Ethics Committee’s recommendation EC/1/2 regarding the <b>IUCN World Heritage Panel</b> is referred a) for discussion to the next meeting of the Bureau, b) for decision to the next Council meeting. The <u>IUCN President</u> suggested that the Chair of the	a) Bureau b) Council  Chair EC / DG	REDUNDANT because removed from the Council Handbook	

		Ethics Committee and the Director General discuss the Ethics Committee's recommendation regarding the IUCN World Heritage Panel prior to the next Bureau meeting.		approved by Council C94	
34	MIN B/70 p.2	2. With regard to the issue of there being a legal obligation requiring the agreement of the World Heritage Committee before approving the Ethics Committee's recommendation, it was requested that the requisite legal information may be provided to aid further discussion on the matter.	Director General	<b>COMPLETED</b> Legal Opinion by the Legal Adviser 25 August 2017	
35	MIN B/70 p.3	The President asked the Legal Adviser to explain in writing the modifications of Swiss law requiring the President to sign off on the financial statements.	Legal Adviser	<b>COMPLETED</b> Legal Adviser's message to the President on 8 June 2017	
36	MIN B/71 p.6	<b>Celebrating IUCN at 70:</b> The DG looked forward to updating the presentation with the Bureau's inputs and to present it to the Council.	DG	<b>COMPLETED</b> MIN C93, p. 7-8	
36	MIN B/71 p.3	In response to the question how the CHF 5 m reduced income IUCN faced at the outset of the <b>change process</b> is being achieved, the DG explained that she will prepare an overview of the complex set of elements which allow IUCN to accommodate the reduction in income for the November Council.	Director General	COMPLETED DG Report at C93	
37	MIN B/71 p.7  MIN B73 p.6	Bureau members requested the Secretariat to facilitate Council members' broader <b>access to the Union Portal</b> than only the space reserved for Council and its subsidiary bodies so that they can find all the information that is relevant and necessary for Council to exercise its strategic direction and oversight role and its fiduciary responsibilities. It was noted by the Chair of WCEL that the Bureau was entitled, as an oversight body, to any and all information. The Legal Adviser was requested to provide a <b>legal opinion</b> on the rules regarding access to the Portal, including the information that is protected under applicable law such as e.g. staff records. Bureau members requested the Secretary to Council, in consultation with Bureau members, to	Covered under line 60 above	IN PROGRESS  <b>COMPLETED</b> (Note distributed on 16 Nov 2017) IN PROGRESS	Pending the discussion of the report of the External review of IUCN's Governance, on GGC agenda at C96

	MIN B74 p.	brainstorm about the concrete content that Council members need to access and subsequently work with the relevant Secretariat team in order to provide Councillors' access to this content. Pending the discussion in Council of the findings of the external review of IUCN's governance regarding the information required by Council to enable it to effectively exercise its oversight and strategic direction roles, the examination of Councillors' access to the Union Portal, discussed at the 73rd Bureau meeting (B73), was suspended.		ON HOLD	
38	MIN B73 p.2	<b>Process for the appointment of the IUCN Treasurer</b> Bureau members suggested that the Bureau working group identifying governance reforms also consider formalizing this approval procedure in the Statutes/Regulations, as well as the lacunae in the process for filling the vacancy of Treasurer.	Included in line 13 above		
39	MIN B73 p.3  DEC C/93/20 (Report FAC, p.12)	Bureau members also suggested that the <b>Reserves Policy</b> be reviewed with a view to enable Council to decide in each case whether certain surpluses such as the CHF 1.6 m surplus realized from the 2016 Congress should be accounted for in one particular fiscal year, as happened in 2016, or spread over several years, or whether they should be used for specific purposes such as IUCN membership development. When reviewing the Policy and Procedures Framework, including the Reserves Policy, FAC did not list it for revision.	REMOVED following FAC at C93		
40	DEC C/93/5 MIN C93 p.9-10  MIN C93 p.10	Council <u>requests</u> that in the event that Council or its Bureau, after consideration of the report to be prepared by the FAC subcommittee within 60 days, agrees to the principle of <b>allocation of a budget line for Councillors' travel</b> , the Director General accommodates this request in the 2018 Budget to the extent possible. It was suggested to incorporate this issue also in the <b>Performance Commitment</b> for IUCN Councillors that was under consideration in Council.	FAC  GCC (if/when decision on budget is taken)	<b>COMPLETED</b>	
41	DEC C/93/13	Council recommends the Director General to	Secretariat	<b>COMPLETED</b>	

	MIN C93 p.13 Min B74 p. 2	identify opportunities to continue <b>engaging Regional Councillors</b> in high level events to enable them to more effectively engage <b>in membership development.</b>			
41	DEC C/93/15	Council requests the Secretariat to undertake a <b>review of current INGOs</b> and make the necessary changes to the membership data base.	Secretariat	COMPLETED GGC Report to C95, section 2.9	
43	DEC C/93/18	Council requests the GCC to review the status and role, including the voting rights, of <b>Commissions within the National and Regional Committees.</b>	Included in line 13 above		
44	MIN C93 p. 15  MIN B75, p.5	Mention was made that there may be a need to revisit the bylaws of the bodies and components of IUCN, including Council, in order to <b>ensure gender balance.</b> The Bureau agreed to include "Developing a comprehensive gender approach at IUCN"	Included above in line 13		
45	MIN C93 p. 16	The President informed that he would consult with the Vice-Presidents in order to finalize, through the Bureau, the process of establishing <b>task forces and focal points</b> such as the Gender Focal Point and bring the results to Council for approval at the next meeting.	President	COMPLETED C/95/2	
46	DEC C/93/20 Annex 12 (FAC report) DEC C/94/22 FAC Report p.9  DEC C/95/19 (FAC Report, p.5)	FAC asked the Secretariat to review and update the <b>Investment policy</b> once a new treasurer is on board and present it for review at the next meeting of the FAC in April - May 2018. The FAC decided to form a sub-committee comprised of the FAC Chair, the two Co-Chairs, the Treasurer and CFO to review the investment policy and present a revised draft policy to next FAC meeting in October 2018 for approval. A decision would then be taken on whether the mandate given to IUCN's investment managers should be adapted. Subject to advice from the Treasurer and the agreement of the DG the FAC approved moving to the revised portfolio, noting that it would not require any changes to the investment guidelines.	REMOVED because FAC at C95 concluded that there was no need to review the Investment Policy		
47	DEC C/93/20 Annex 12 (FAC report)	The FAC asked PwC to establish a process to take stock of the financial situation at the time of the Treasurer's departure in September, to consider any		<b>COMPLETED</b> PwC Interim Management	

		associated risks and include this as part of the annual audit process.		Letter to FAC 22 Jan 2018	
48	DEC C/93/20 Annex 12 (FAC report)	The FAC took note of the report from the Global Director – Human Resources and looked forward to receiving a draft of the <b>revised Staff Rules</b> at its next meeting in April 2018.	Secretariat/FAC	COMPLETED C/95/10	
50	MIN C94 p.7	Given that the Congress seldom meets prior to August and that, normally, the term between two Congresses is four years, the President also proposed that this Council term ends officially in September 2020, allowing for a transitional period in which the current Council would work together with the newly elected Council, leaving it to the Legal Adviser and Councillors with experience in Congress and Councillors with a legal background, of how to work it out.	Legal Adviser	COMPLETED Legal opinion transmitted to Council 1 October 2018	
53	DEC C/94/11	Council requested the Director General to include provision in the IUCN Budget starting from 2019 for Councillors' travel.	DG	COMPLETED C/95/7	
54	MIN C94 p. 23	The approval of the Conflict of interest declaration form was deferred to the next Council meeting following a procedural discussion whether it could be discussed during C94 under "Any other business".	Ethics Committee of Council	COMPLETED C/95/20	
56	DEC C/95/12	<ol style="list-style-type: none"> <li>1. Possible modification of the <b>term "Regional Councillor"</b></li> <li>2. Procedure to <b>harmonize the nominations process across all Commissions</b></li> <li>3. Clarification of the <b>process for the renewal of the membership of the Commissions</b></li> <li>4. Clarification of the <b>role of the IUCN Commissions in National and Regional Committees</b></li> <li>5. Possible <b>solutions to avoid that some constituencies are excluded</b></li> <li>6. Clarification of the <b>procedures for electronic votes</b></li> <li>7. Study of the <b>implications of harmonisation of operational and Statutory Regions</b></li> <li>8. Set up WG to study feasibility of establishing an <b>elected Indigenous Council position</b></li> </ol>	See line 13 above		

58	DEC C/95/21	<b>Regarding the membership of the 2020 Congress Preparatory Committee (CPC) [...]</b> <u>Requests</u> the Bureau to appoint the members of the CPC on the proposal of the Vice-Presidents.		COMPLETED	
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Prepared by Luc De Wever, Secretary to Council



# Bureau meeting

18 July 2019

# Executive Management Team launched with focused priorities

1. Programme & Policy
2. Project portfolio
3. Finance
4. IUCN Congress
5. Council matters
6. Administrative matters
7. Looking at the future



# 1/ Programme & policy

- Programme 2021-2024 coordination [Cyrie Sendashonga]
- January 2020 Programme workshop with PPG, Commission Chairs
- Operational Plan 2021-2024 [Stewart Maginnis]
- Post-2020 targets [Jane Smart]

## 2/ Project portfolio

- Information Disclosure Policy and Action Plan including development of public facing Portal prior to Congress
- Options paper on financial sustainability of GEF/GCF Unit

# 3/ Finance

## Reminder: actual results 2014-18

	2014	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Actual	Actual	Budget	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
<b>Unrestricted income</b>							
Membership dues	12.2	12.5	12.9	11.7	12.8	12.0	13.0
Framework income	16.8	16.0	13.9	12.6	11.2	11.3	10.3
Other unrestricted income	8.0	5.6	4.9	5.8	7.5	6.5	6.0
<b>Total unrestricted income</b>	<b>37.0</b>	<b>34.1</b>	<b>31.7</b>	<b>30.1</b>	<b>31.5</b>	<b>29.8</b>	<b>29.3</b>
Funding from projects	32.0	34.4	37.0	37.3	36.1	38.5	39.3
<b>Total income</b>	<b>69.0</b>	<b>68.5</b>	<b>68.7</b>	<b>67.4</b>	<b>67.6</b>	<b>68.3</b>	<b>68.7</b>
Operating expenditure	63.4	66.9	68.1	65.5	66.6	68.8	67.0
Other expenditure	1.3	1.5	0.8	0.8	2.1	0.6	0.6
<b>Total expenditure</b>	<b>64.7</b>	<b>68.4</b>	<b>68.9</b>	<b>66.3</b>	<b>68.7</b>	<b>69.4</b>	<b>67.6</b>
<b>Surplus/(deficit)</b>	<b>4.3</b>	<b>0.1</b>	<b>-0.2</b>	<b>1.1</b>	<b>-1.1</b>	<b>-1.1</b>	<b>1.1</b>
Allocations							
to/(from) designated reserves	0.8	-0.7	-0.6	1.2	0.5	-1.1	0.0
<b>Final result</b>	<b>3.5</b>	<b>0.8</b>	<b>0.4</b>	<b>-0.1</b>	<b>-1.6</b>	<b>0.0</b>	<b>1.1</b>
<b>Unrestricted (free) reserves</b>	<b>18.2</b>	<b>19.3</b>	<b>19.5</b>	<b>19.4</b>	<b>17.2</b>	<b>17.2</b>	<b>18.3</b>

# Summary

- Result as at 30 June
  - Cash flow basis Breakeven
  - Accrual basis CHF 1.0m deficit (May CHF 1.2)
  - Project expenditure CHF 36.9m (59% of budget for the period)

Note:

Membership dues were CHF 1.8m above budget at the end of June as the majority of membership dues are received in the first half of the year.

When the result is adjusted for this and other timing differences the real result is a deficit of CHF 947k

# Core income shortfall

CHF m	2019 Budget	2019 Forecast	Variance Forecast vs Budget
Membership dues	11.5	11.8	0.3
Framework income	10.6	10.1	-0.5
Other unrestricted income	4.5	4.3	-0.2
Overhead recoveries from projects	3.3	3.1	-0.2
<b>Total core income</b>	<b>29.9</b>	<b>29.3</b>	<b>-0.6</b>

- Membership dues increase – South Africa/Kenya
- Framework income decrease – Foreign exchange differences
- Other UR income decrease – Patrons
- Overhead recoveries decrease – low project expenditure

# Key deficits

	<b>Jun</b>	<b>May</b>	<b>April</b>	<b>Mar</b>
• Environmental Law	221k	177k	147k	117k
• Global Policy	71k	59k	46k	37k
• Asia	372k	495k	351k	212k
• East and Southern Africa	251k	301k	207k	250k
• Oceania	183k	127k	106k	88k
• West and Central Africa	194k	239k	215k	170k
• Human Resources	142k	100k	34k	27k

# Core costs

- Example of additional costs:
  - Recruitment costs
  - PACO relocation costs CHF 200K
- Savings:
  - Vacant positions CHF 300k

# Actions taken

- A 5% cut to core allocations to regions and thematic programmes (estimated saving 500k)
- A 6-month recruitment delay for open positions for corporate functions (estimated saving 100k).
- Keep the pressure on project implementation
- Minimise discretionary expenditure
- Follow-up with State members with large dues in arrears, e.g. India, Malaysia (following the success of Kenya 108k, South Africa 361k)



# 4/ IUCN Congress

## Regional Conservation Fora: Listening to members, including on draft Programme



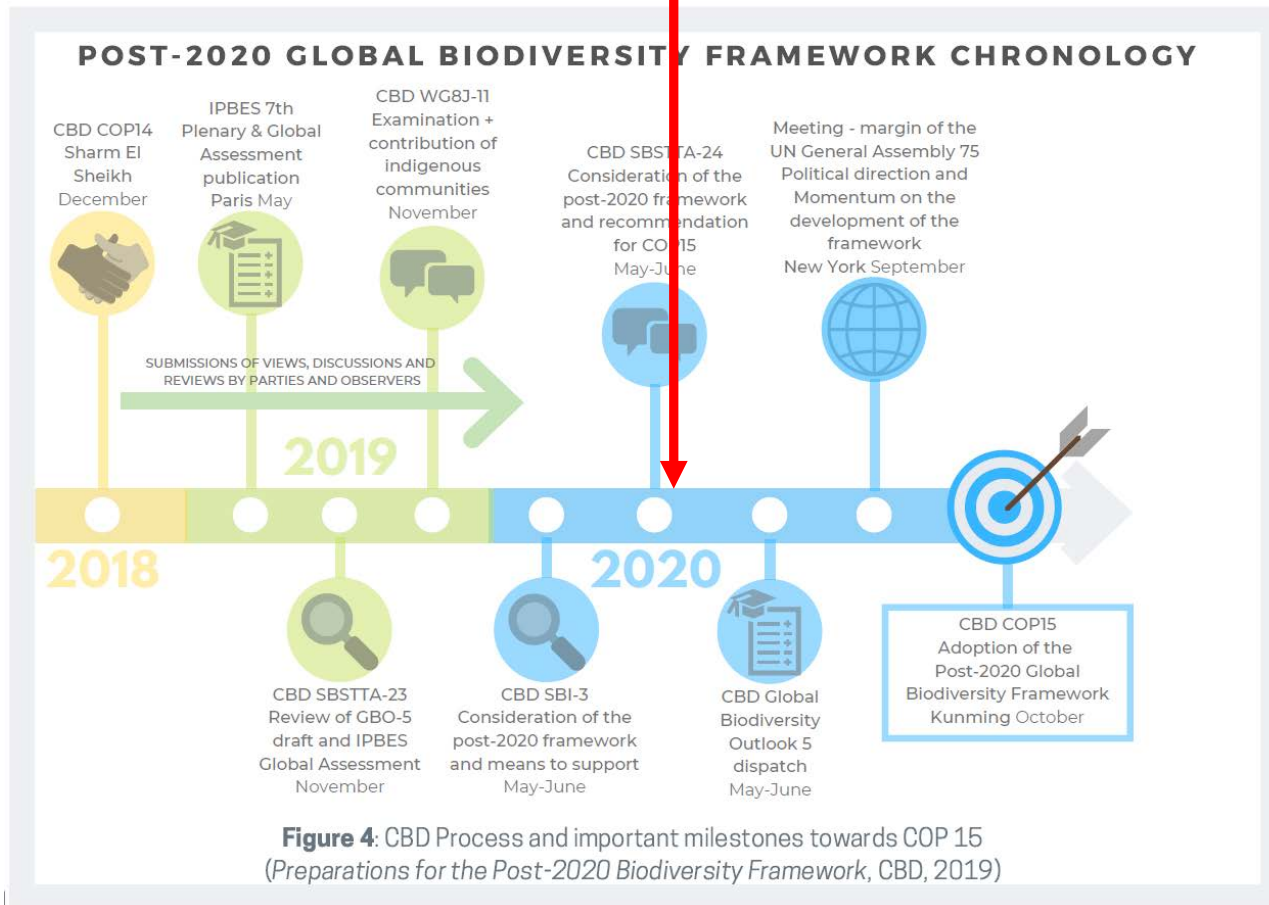
FORUM  
RÉGIONAL  
DE LA CONSERVATION  
**BISSAU**  
8-11 JUILLET 2019



REGIONAL  
CONSERVATION  
FORUM  
**WASHINGTON D.C.**  
24-25 JUNE 2019



# Looking at the future: IUCN Post-2020 targets



**Figure 4:** CBD Process and important milestones towards COP 15  
(Preparations for the Post-2020 Biodiversity Framework, CBD, 2019)

# IUCN Congress communications update

- Building on successful strategy from 2016 Congress
- Focus on core audiences + all IUCN regions, youth and young professionals
- Comms priorities on schedule
- Tactical updates
  - Congress website
    - Launched in February, many updates with new features and content
  - 11 June “one year to Congress” marketing launch
    - Email campaign, media advisory, social media, internal communications
  - Support for calls to action
    - Forum proposals, motions, Forum session reviewers
  - Support for RCFs
    - Website pages, RCF logos, social media
  - Social media tool kit available for IUCN constituencies
  - Fundraising flyer
  - Congress promotional videos near completion



## 6/ Administrative matters

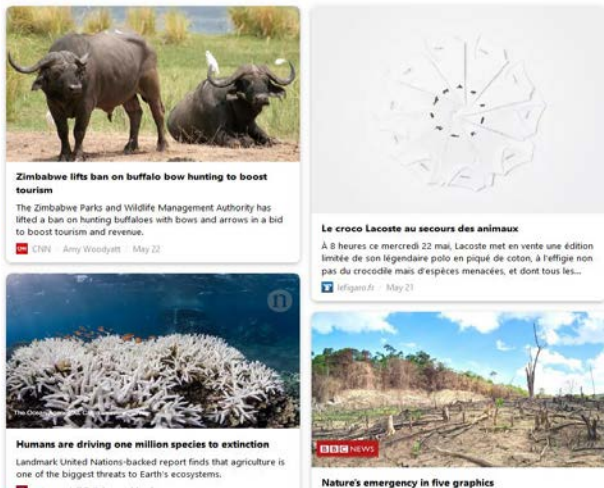
- CHRO appointed
- Gender Pay gap report
- Competency Framework, Career Development Framework and Flexible Work Toolkit



# IUCN Media and Crossroads Blog Q1-Q2 2019

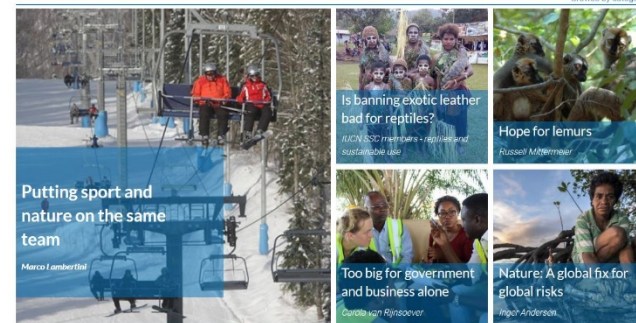
- Media
- 41,428 media hits
- 906 target media hits
- 8 press releases
- 1,400 media contacts receive our press releases

- Crossroads Blog posts
- 5 new posts to date in 2019
- 70<sup>th</sup> anniversary product, now core part of IUCN global communications



## CROSSROADS

BLOG | Open Letters to IUCN Members



# IUCN Website and social media

## Q1-Q2 2019

### Website

2 million sessions  
Q1-2 2018



54% from

- 144 maintenance requests addressed including 63 from IUCN regions
- Helped resolve major DDoS attack in March/April



#### In the spotlight

IUCN gives advice on nature to the World Heritage Committee in Azerbaijan.



#### Members

IUCN is a democratic membership union – find out about our Members and how to join IUCN.



#### IUCN Commissions

Find out what volunteer experts worldwide achieve and how to become involved.



#### IUCN Congress

Take part in the IUCN World Conservation Congress 2020.

### Social media



#### Twitter

124,388 followers



10.8% from end Q4 2018

- 3,605,725 impressions



#### Facebook



168,336 followers

2.7% from end Q4 2018



Thank you

**IUCN**  
**The International Union for Conservation of Nature**

**VACANCY ANNOUNCEMENT**  
**DIRECTOR GENERAL**

(Approved by the Succession Planning Committee (SPC), 17 July 2019)

**1. The Organization**

IUCN - The International Union for Conservation of Nature was founded in 1948 as the world's first global environmental organization and has today grown into the largest global conservation network. It brings together 87 States, 127 government agencies, 1102 NGOs, 19 indigenous people organizations and 44 affiliates, and some 15,000 voluntary scientists and experts from 181 countries in a unique worldwide partnership. Its mission is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. IUCN's work builds upon the organization's niche as the world's leading authority on biodiversity conservation, nature-based solutions and related environmental governance. Within the framework of global conventions, IUCN has helped over 75 countries to prepare and implement national conservation and biodiversity strategies.

IUCN has approximately 900 staff, most of whom are located in its 42 Regional and Country Offices while 170 work at its Headquarters in Gland, Switzerland. IUCN operates on a current annual budget of approximately CHF125 million funded by membership dues, projects and unrestricted contributions from governments, foundations, development banks, and others. The Director General will be based in IUCN HQ in Gland, Switzerland and will oversee the work of the Union as a whole.

**2. The Position**

- Appointed by the Council, the Director General is the CEO of the Union and head of the Secretariat. He/she is responsible and accountable to the Council, and the President between meetings of the Council, for the effective implementation of the policies and programmes of the Union.
- His/her most important tasks are to promote the mission of IUCN, and link this mission to the financial strategies that sustain the organization.
- He/she will shape and lead the implementation of the Union's Global Programme as established by the Congress and Council.
- In cooperation with the President, he/she serves as the principal Ambassador and spokesperson for the Union on major platforms, promoting the mission of IUCN.



- The detailed description and specific responsibilities/tasks of the Director General are listed in the Statutes of IUCN (relevant extracts are attached hereafter). They include management of the executive team, programme development, budgeting and financing, reporting, promotion, external relations and general administration.

### **3. Priorities of the Position**

- Manage and lead the Union by articulating its vision, mission and policies and implementing the Union's Global Programme.
- Support the "One Programme Charter" which seeks to ensure that the different parts of IUCN – Members, Council, National and Regional Committees, Commissions and the Secretariat – work together to develop, implement and advance IUCN's Programme of work.
- Lead, manage and motivate staff both at headquarters and within the IUCN regions, including initiating and implementing major initiatives through the decentralized regional offices.
- Promote partnerships with relevant private, public, development and non-governmental sectors to enhance the reach and impact of the Union's Global Programme.
- Ensure financial sustainability by expanding and diversifying the sources of finance including through Framework Donors and by mobilizing new and innovative sources of revenue and funding to support the activities of the Union.
- Strive to enhance the global visibility and broaden the influence of the Union and represent and promote the nature conservation and sustainable development agenda in global public policy arenas.
- Communicate, coordinate and continuously engage with all parts of the Union, in particular with the Members and expert Commissions, to leverage their capacities and deliver targeted Programme results .
- Understand, and where needed mediate between, the diverse interests of NGO and State/government agency members of IUCN to further conservation and sustainable development goals, collectively and collaboratively.
- Ensure that IUCN's programme and conservation solutions remain relevant in the context of emerging global issues.

### **4. Core Competencies of the Position**

*Technical competencies, characterized by:*

- Graduate degree ideally in subject areas related to conservation, environmental protection and/or sustainable development.
- A thorough and clear understanding of the major conservation, environmental and sustainable development issues at the international policy level, in particular within the context of the evolving environment/development interface and IUCN's focus on conservation and nature-based solutions.
- A proven record in the management and implementation of conservation/sustainable development programmes in both the developed and developing parts of the world, and the ability to make short-term operational changes and long-term structural changes to strengthen the management and financial sustainability of the organization.
- A working knowledge of the science underlying the Union's conservation programmes.
- A demonstrable ability to engage and operate effectively at the highest policy and political levels.
- Strong communication skills to reach out to the broader conservation and development communities, and to engage stakeholders across the Union.
- Fluency in English, both spoken and written. A good knowledge of Spanish and/ or French (other IUCN official languages), would be an asset.
- A demonstrable ability to enable, engage and facilitate the work of a diverse Membership and networks of expert Commission volunteers.

***Managerial, conceptual, organizational competencies, characterized by:***

- A proven record of leading and managing, at high / top administrator level, large multinational and multicultural institutions / organizations with widely recognized influence in the world.
- An ability to manage, steer, and coordinate complex programmes of a policy and/or conservation nature at the international level across diverse constituencies.
- A strong record of accomplishment in building consensus among stakeholders with varied or diverging points of view.
- Demonstrate successful experience in engaging with governments at the highest level.
- A demonstrated experience with managing conservation and development projects at different scales, including their financial and control management.

- An ability to lead, motivate and manage a decentralized organization through a process of distance management - delegation matched with performance monitoring.
- Demonstrated successful experience in the running and governance of a multinational and multicultural organization. Experience with conceptualizing and managing strategic change to deliver effective results.
- An ability to align the interest and expertise of Members in the strategic design and implementation of the Union's Global Programme.
- A good understanding and appreciation of the value of the IUCN Commissions and the commitment to fully engage these volunteer networks in design and delivery of the Union's Programme.
- A significant and proven track record in fundraising from diverse public and private sector organizations.
- A clear understanding of financial and corporate governance aspects especially as they relate to the management of a non-profit organization.
- The ability to set priorities and organizational goals to achieve results and to apply judgment in respect of people and situations.
- A familiarity with the culture of civil society as well as experience of interaction with governmental organizations and the private sector.
- Sensitivity and exposure to dealing with growing conservation and environmental challenges in a changing world, in particular with the centre of gravity of global development shifting South and East.
- A deep knowledge of global policy processes as well as multilateral institutions and governance especially as they relate to conservation, environment and sustainable development.

***Competencies of character and personality, characterized by:***

- Demonstrated commitment to nature conservation and sustainable development.
- Excellent leadership, written and verbal communication and interpersonal skills.
- Proven diplomatic skills coupled with familiarity and sensitivity to different cultures, genders, languages and countries and ability to convince, negotiate, build consensus and foster teamwork.

## **5. Compensation and Location**

- An attractive package will be offered in order to motivate candidates with superior qualifications.
- The Union is an equal opportunity employer.
- The DG will be based in the IUCN Headquarters in Gland (Switzerland).

## **Application**

Interested candidates should send a detailed Curriculum Vitae including a description of their main achievements in each of their previous functions. Candidates should also explain their motivations and how they see themselves matching the needs of the Union. The closing date for receiving the applications is

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Applications should be sent to:

**(ADD)**

Extract from the IUCN Statutes

***Part IX - The Secretariat***

78. The Secretariat shall consist of the staff of IUCN. The Director General shall be the chief executive of IUCN and the head of the Secretariat. The Director General shall be subject to the authority of the Council.
79. The Director General shall be:
- (a) appointed by the Council according to the highest standard of merit for such period and under such terms and conditions as the Council may determine;
  - (b) responsible for the implementation of the policy and the programme of IUCN as established by the World Congress and the Council;
  - (c) responsible for the finances and accounting of IUCN;
  - (d) responsible for coordinating the work of the Secretariat with all other components of IUCN;
  - (e) authorized to issue statements in the name of IUCN;
  - (f) authorized to sign all obligations on behalf of IUCN and to delegate such authority; and
  - (g) the head of the secretariat for the World Congress.
80. The Director General or the Director General's representative shall have the right to participate in, and speak at, meetings of the components of IUCN or any committee thereof, without the right to vote.
81. The Director General shall appoint the staff of the Secretariat in accordance with staff rules formulated by the Director General and approved by the Council. Staff selection shall be on the basis of merit, equal opportunity, gender equity and geographic balance, and be without discrimination on grounds of race or creed.
82. In the performance of their duties, the Director General and the staff shall not seek or receive instructions from any source external to IUCN.

They shall refrain from any action incompatible with their position as staff members of an international organisation. Each Member of IUCN shall respect the exclusively international character of the responsibilities of the Director General and the staff, and not seek to influence them unduly in the discharge of their responsibilities.

83. The Director General shall submit to the Council an annual report on the activities of IUCN, together with an account of the income and expenditure and a balance sheet as at the end of the year and proposals for future activities. When approved by the Council, this report shall be communicated to the Members of IUCN.
84. The Director General shall prepare for presentation to each ordinary session of the World Congress, a report on the work of IUCN since its last session. The report shall be submitted by the Director General to the Council and presented to the World Congress with such comments as the Council may decide to make.

[...]

### ***Part XI – Finance***

87. The income of IUCN shall be derived from membership dues, contracts, grants, donations, investments and from any other sources approved by the Council.
88. The Director General shall:
  - (a) cause true and accurate accounts to be kept of all monies received and expended by IUCN;
  - (b) regulate all income and expenditure in accordance with the budget and establish internal controls, including internal audits, to enhance the effective and efficient use of the resources of IUCN;
  - (c) ensure that the accounts of IUCN are examined each year by the auditors appointed by the World Congress and that their written report is circulated to all Members of IUCN together with any comments of the Council;

- (d) with the Treasurer, submit to each ordinary session of the World Congress, a report on the consolidated accounts of IUCN together with the auditors' reports for the relevant years;
  - (e) submit to each ordinary session of the World Congress for approval, a draft programme and financial plan for the period until the next ordinary session of the World Congress, together with the comments of the Treasurer and the Council;
  - (f) submit each year to the Council the annual programme and budget for approval; and
  - (g) keep the Treasurer informed of unforeseen expenses and important variations from the projected income and, if necessary, submit amended budgets to the Council in agreement with the Treasurer.
89. The Treasurer may object on financial grounds to any proposed alteration of the budget, and shall inform the Council of such objection.
90. The Council may establish or approve endowment funds for IUCN dedicated exclusively to the support of IUCN, its objectives and programme. These funds shall be under the control of the Council, as may be prescribed in the Regulations.<sup>1</sup>

[...]

#### ***Part XIV - External Relations***

97. The Director General, with the consent of the Council, may establish appropriate working relations between IUCN and governments and organisations, whether national or international, governmental or non-governmental.
98. The Director General, with the consent of the Council, shall have the authority to take appropriate steps to obtain, in accordance with the laws of each State in which IUCN is to undertake activities, such legal status as may be necessary to carry out those activities.

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<sup>1</sup> See Regulation 92 (d)

Extract from the IUCN Regulations

**Part IX - Finance**

Financial Powers of the Director General

88. The Director General, in consultation with the Treasurer, shall:
- (a) as necessary, establish detailed financial policies and procedures, which may differ according to the requirements of the States in which IUCN is operating;
  - (b) have the power to accept grants, donations and other payments on behalf of IUCN, subject to any instruction by the Council;
  - (c) designate the banks in which the funds of IUCN shall be kept;
  - (d) be responsible for ensuring that the legal requirements of business operation are met in all States where IUCN is operating;
  - (e) maintain an appropriate level of reserves; and
  - (f) implement appropriate risk management strategies.
89. The Director General may:
- (a) make non-speculative short-term investments of funds and prudent longer-term investments of funds held in Trusts or special funds; and
  - (b) within policy guidelines laid down by the Council, accept from individual or corporate supporters, funds or other forms of support for the work of IUCN.
90. In keeping IUCN accounts and controlling expenditure, the Director General shall:
- (a) keep separate accounts for each restricted grant and each cost centre and fund;
  - (b) account in Swiss francs for all transactions in other currencies at the rate of exchange prevailing on the date of transaction;



- (c) ensure that there is proper authorization of all transactions for IUCN's worldwide activities, and that all assets are managed and inventoried; and
- (d) confer in person with the Treasurer and external auditors each year on the annual audit of the financial statements of IUCN.

### Periodic and Annual Programmes and Budgets

91. The financial plan, necessary to implement the Programme of IUCN, submitted to each ordinary session of the World Congress, shall:
- (a) normally commence on 1 January following the session of the World Congress at which it was adopted and end on 31 December of the year of the next session of the World Congress;
  - (b) be in Swiss francs;
  - (c) relate the proposed programme of activities to the estimates of income;
  - (d) present proposed allocations and expenditure which balance the estimated restricted and unrestricted income; and
  - (e) specify the projected growth or reductions in elements of the Programme, staff and administrative costs and changes in the geographical distribution of IUCN's activities.
92. The annual budget for the period from 1 January to 31 December shall:
- (a) estimate unrestricted and restricted income from all sources, indicating which sums are confirmed, which are assumptions based on proposals under consideration by donors, and which are to be sought during the year;
  - (b) allocate unrestricted income, first to maintain activities mandated under the Statutes, and second, to the approved Programme or to the reserves;
  - (c) indicate the projected expenditure by the principal elements composing the budget of IUCN, and the extent to which that

expenditure is to be met from unrestricted and restricted sources;  
and

- (d) indicate specifically any request by the Director General for the Council to approve the designation of unrestricted funds for special purposes not foreseen in the financial plan.

### Audit

- 93. The Director General shall ensure that the auditors have free access to all documentation and other information concerning the accounts and that there is no interference in their work.



**IUCN**  
WORLD  
CONSERVATION  
CONGRESS  
*Marseille*  
2020



# Overview

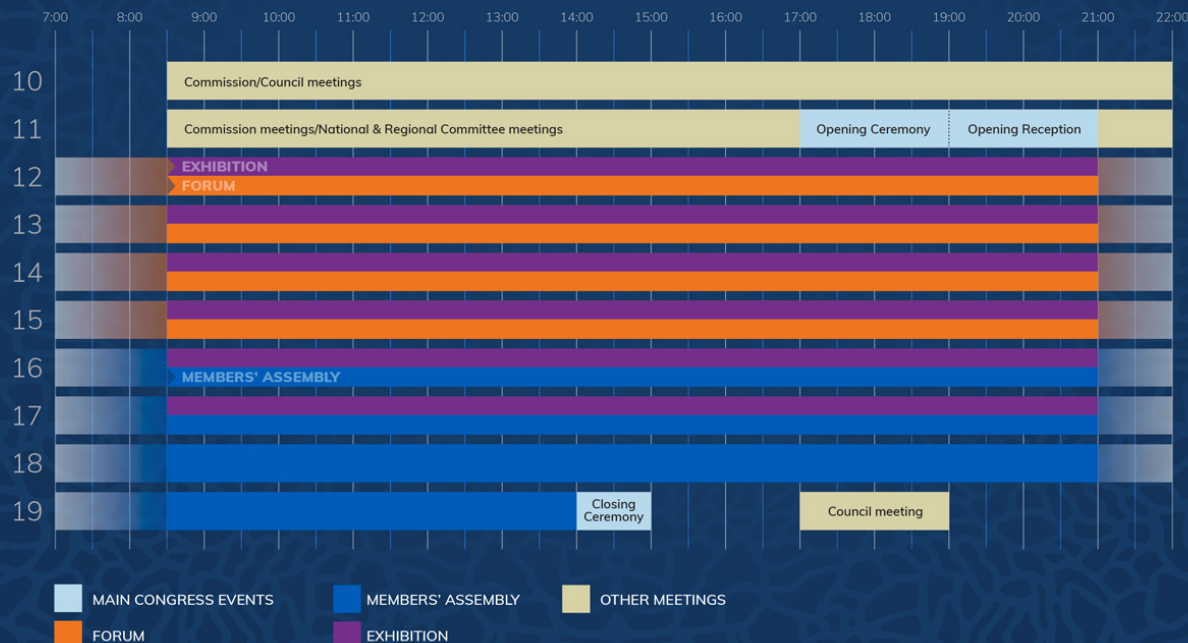
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1. Forum
2. Assembly
3. Exhibition and Fundraising
4. Communications
5. Logistics
6. Regional Conservation Fora
7. Coordination with the Host Country
8. Timeline



# CONGRESS SCHEDULE WITH PRE- & POST-MEETINGS

10-19 JUNE 2020



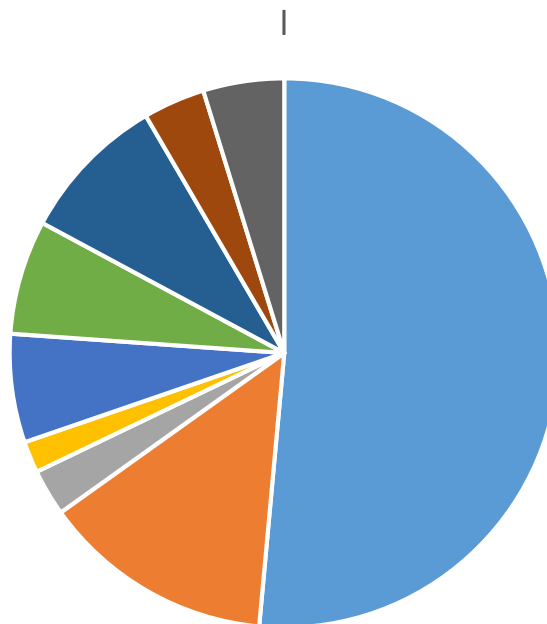
## Forum

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- Call for proposals closed on 17 July 2019
  - 1450 proposals received by deadline
  - 80% in English, 16% in French, and 5 % in Spanish
- Ratio of 8 proposals to 1 available slot for “Thematic stream sessions”
- Wide gap between various themes
  - Large contingent (>50%) on Managing landscapes
  - Low number of submissions (<5%) on Freshwater

# Forum – geographic scope of proposals

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## Forum – Review process and Summits

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- Call for technical reviewers closed on 17 July 2019
  - 742 reviewers signed up for a total of 10,000+ reviews
- Congress themes
  - 7 Theme leaders appointed with 7 supporting colleagues (all M or D level)
- Advisory panel
  - 12 person panel approved by CPC
- Summits
  - CEOs “summit” well under way (with Business for Nature alliance)
  - IPOs “Forum” in preparatory phase – 100 IPOs expected
  - Cities & Local authorities summit: Save-the-date to be issued by end of July



## Members Assembly

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- Motions system launched on 7 May 2019 (deadline: 28 August)
  - 7 motions submitted in addition to the 11 Council motions (status: 16 July)
  - At European RCF 52 motions were discussed
- Awards: invitations sent on 15 May 2019 (deadline: until 28 August)
  - 2 nominations received for the Harold Jefferson Coolidge Memorial Medal
  - 1 nomination received for Honorary Membership of IUCN
  - 1 nomination received for the John C. Phillips Memorial Medal
- Programme discussion opened on 7 May 2019 (deadline: 30 September)
  - 14 comments received
- Commission mandates: discussion opened on 7 May 2019 (deadline: 11 December)
  - 3 comments on CEC mandate; 1 on CEESP; 1 on WCEL; 0 on the other Commissions



## Members Assembly

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- Statutory amendments: invitations sent on 17 May 2019 (deadline: 11 December)
  - 0 proposals received
- Nominations (deadline: 11 December)
  - TOR Approved by the Bureau of the IUCN Council, 1 July 2019
  - Call for nominations for the IUCN President, Treasurer and Commission Chairs expected to go out on 22<sup>nd</sup> July 2019 (deadline: 11 Dec)
  - System to receive nominations for Regional Councillors will be launched mid August
- Consultation started with CPC, Commission Chairs NCRC Chairs and Global Thematic and Regional Directors to select themes for strategic discussions in Assembly (deadline: 28 August)
- Call for Nominations for additional members on the CPC acting as appeals body on Motions process (deadline 17 July 2019). Four nominations received.



# Exhibition and Fundraising

	2020 Congress gross (incl. stand construction cost) In CHF	2020 Congress net (w/o stand construction cost) In CHF
<b>Total fundraising target (as shared in March '19)</b>	5,200,000*	3,866,509
<b>Secured commitments to date</b>	1,710,000	1,206,000
<b>Pipeline (under negotiation) to date</b>	1,335,000	977,000
<b>Actual Gap vs fundraising target</b>	2,155,000	1,683,509**

\*It included production costs for booths in the exhibit hall

\*\* Out of the Actual Gap: 450K CHF are High Priority. The rest is Low and Medium priority



Large stands



Medium stands

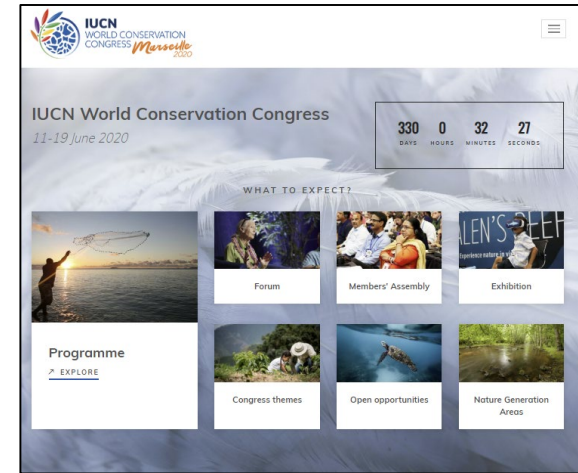


Small stands



# Communications

- Building on successful strategy from 2016 Congress
- Focus on core audiences & all IUCN regions, youth & young professionals
- Communications priorities on schedule
- Tactical updates
  - Congress website
    - Launched in February, many updates with new features and content
  - 11 June “one year to Congress” marketing launch
    - Email campaign, media advisory, social media, internal communications
  - Support for calls to action
    - Forum proposals, motions, Forum session reviewers
  - Support for RCFs
    - Website pages, RCF logos, social media
  - Social media tool kit available for IUCN constituencies
  - Fundraising flyer
  - Congress promotional videos near completion



## Logistics

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- Registration, housing and excursion system under development: launch date 24 September 2019
- Exhibition booking system under development: launch date 24 September 2019
- Procurement processes with France ongoing to select providers for audio-visual, IT, furniture and structures
- Procurement process ongoing to select mobile app supplier



# Regional Conservation Fora

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- 5 Regional Conservation Fora successfully held between end of May and 16 July:
  - Mesoamerica and the Caribbean
  - North Africa
  - USA
  - Europe, North and Central Asia
  - West and Central Africa
  
- 6 RCF to come:
  - Eastern and Southern Africa (July)
  - Oceania (July)
  - South America (August)
  - Canada (September)
  - West Asia (October)
  - Asia (November)





# Regional Conservation Fora

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- Common topics:
  - Draft 2021-2024 IUCN Programme
  - Motions process
  - Proposals from Council on Governance improvements and reforms
  - Candidates for Regional Councillors
  - Updates on implementation of IUCN Resolutions and Recommendations
  - Overall preparations for Congress
  - Discussions on issues of regional interest





## Coordination with Host Country

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- Monthly meetings with local Steering Committee and Working Groups in Marseille to coordinate
- Close collaboration on fundraising and communications
- Secretariat is associated in the procurement processes to select Congress suppliers
- Bi-monthly phone calls and quarterly meetings with host country coordination team
- Monthly phone calls with the French National Committee





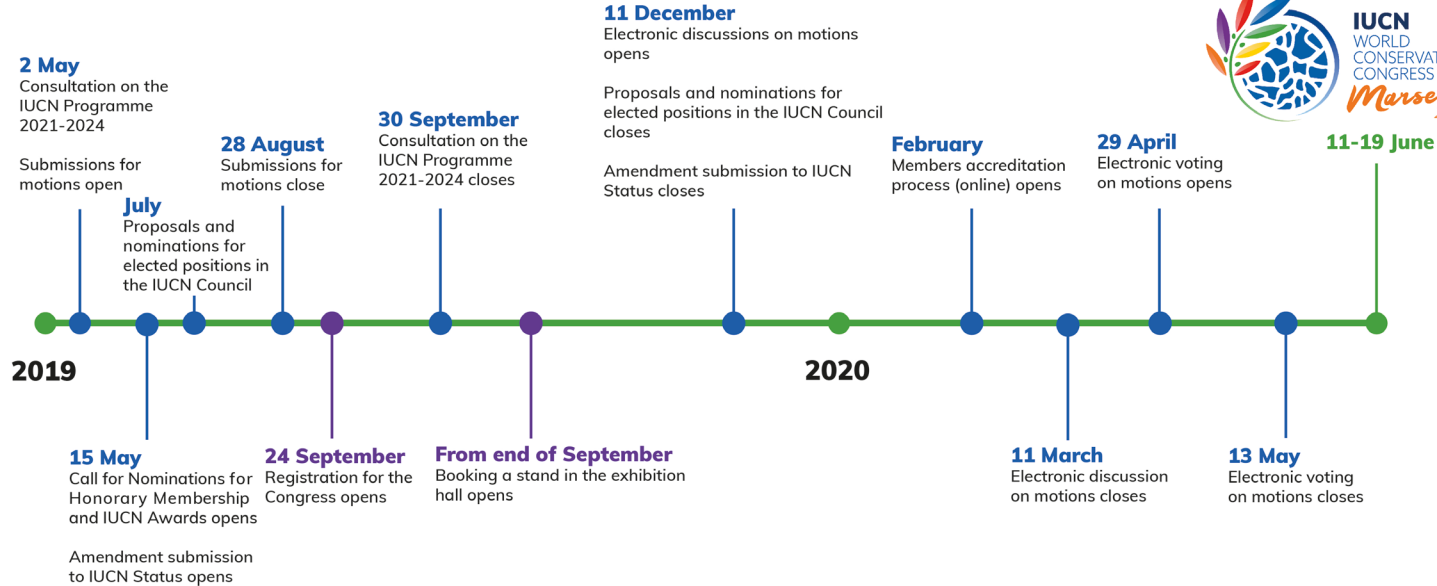
# Timeline: General



June 2019



# Timeline: Assembly processes





# Thank you

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**77<sup>th</sup> Meeting of the Bureau of the IUCN Council**  
Gland (Switzerland), 18-19 July 2019

*Agenda Item 6*

**Appointments in the Steering Committee of the World Commission on Environmental Law (WCEL)**

Origin: Chair of WCEL

**REQUIRED ACTION**

The Bureau of the IUCN Council is invited to appoint members of the Steering Committee of WCEL on the recommendation of the Chair of WCEL.

**DRAFT BUREAU DECISION**

The Bureau of the IUCN Council,

*On the recommendation of the Chair of the World Commission on Environmental Law (WCEL),*

Appoints Ms Maria-Goreti Muavesi, Fiji, and Justice (Ms) Sapana Pradhan Malla, Nepal as members of the Steering Committee of WCEL.

1. On 14 July 2019, the Chair of the World Commission on Environmental Law (WCEL) submitted two proposals for appointment in the Steering Committee of his Commission: Ms Maria-Goreti Muavesi, Fiji, and Justice (Ms) Sapana Pradhan Malla.
2. Biographies of both candidates are attached hereafter as Annex 1 and 2.
3. These appointments come in addition to the membership of WCEL confirmed at mid-term by the Council in October 2018 (decision C/95/3) which can be viewed on IUCN's website: <https://www.iucn.org/commissions/world-commission-environmental-law/about/steering-committee>

## Annex 1



**Maria-Goreti Muavesi** joined IUCN as an Environmental Legal Officer in 2013 and was promoted to Senior Environmental Legal Officer in 2017. She is based at the Oceania Regional Office (ORO) in Suva, Fiji. She manages ORO's Environmental Law Programme and assists the Regional Director and Regional Finance Officer in managing its Corporate Legal Services. She obtained her law degree from the University of the South Pacific in 2004 and was admitted to the Fiji High Court Bar in 2005. In 2018, she graduated from the University of Wollongong, Wollongong, Australia with a Master of Fisheries Policy. Prior to joining IUCN, Maria-Goreti had for seven years taken on several different roles in government, non-government and private law firms which allowed her to contribute to the practice of environmental law including at the Department of Environment, Munro Leys, Fiji Environmental Law Association (FELA) and Howards Lawyers. Her research interest is in offshore fisheries, indigenous rights to natural resources, oceans and marine law and policy, ecological law, terrestrial and marine protected areas, climate change litigation, environment and social management safeguards and the role of environmental law associations in the protection and conservation of the environment. She is the Chair of the Pacific Network for Environmental Law (PaNEL) which is the Law Working Group of the Pacific Islands Roundtable for Nature Conservation (PIRT) and the Focal Point of WCEL in the IUCN Oceania Regional Office. She is currently undergoing an 18-month Australia Awards Women Leadership Initiative and Mentoring Programme which she hopes will prepare her for future leadership roles in IUCN, her community in Fiji and the Pacific.

## Annex 2



**Justice Sapana Pradhan Malla** began her career as a corporate attorney where she realized that the law often serves as a barrier for the justice of women. Justice Malla has consistently advocated for women's rights, as well as the rights of marginalized groups. She was the driving force behind the passage of legislation to criminalize marital rape and domestic violence, decriminalize abortion, and obtain equal rights to property for women and confidentiality in accessing justice.

As a lawyer Justice Malla has brought several landmark cases to Nepal's Supreme Court and was awarded Senior Advocate in 2012. She is the founder of Pro Public Nepal which has been strongly engaged on substantial environmental issues. Justice Malla has litigated cases on water pollution, the misuse of pesticides, natural resource extraction, and the conservation of flora and fauna, including biodiversity hotspots, in Nepal.

In 2008, Justice Malla was nominated to the First Constitutional Assembly of Nepal where she contributed extensively to the new Constitution of Nepal. The Constitution recognizes that a clean environment is a fundamental right. Specifically, Article 30 states: "Every citizen shall have the right to live in a clean and healthy environment. The victim shall have the right to obtain compensation, in accordance with law, for any injury caused from environmental pollution or degradation. This Article shall not be deemed to prevent the making of necessary legal provisions for a proper balance between the environment and development, in development works of the nation".

Justice Malla was appointed as an independent expert to the United Nations Committee Against Torture in 2014. Justice Malla is also the President of SAARC Law Nepal Chapter as well as a member of the Access to Justice Commission.

In 2016, Justice Malla was appointed to the Supreme Court of Nepal.

Justice Malla has already delivered many important judgments on environmental issues including:

1. Protecting the welfare of animals from cruel treatment by recognizing animals as legal persons (*Yamuna Kumari v. Government of Nepal* writ no 073-WO-0022 in 2018).
2. Banning single-use plastic bags that do not conform to specific environmental standards (*Rajeshwar Lal v. Kathmandu Municipality/ Ministry of Science, Technology and Forest* writ no 069-WO-1258 in 2018).
3. Requiring the government to protect Phewa Lake from encroachment by private landowners and commercial interests.
4. Issuing mandamus to the government to protect and restore national heritage resources for future generations.

Justice Malla received a Bachelor in Law (BL) degree from Nepal Law Campus Tribhuvan University, Kathmandu, Nepal in 1987; a Master in Comparative Law (MCL), Faculty of Law, Delhi University, Delhi, India in 1989; and a Mid-Career Master in Public Administration (MC/MPA), Mason Fellow, Harvard Kennedy School of Government, Harvard University, Cambridge, Massachusetts, USA in 2014.