



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

97th Meeting of the Bureau of the IUCN Council

Held by conference calls on 16 and 25 August 2021

Decisions

Approval of the agenda

BUREAU DECISION B97/1

The Bureau of the IUCN Council,

Adopts the agenda of its 97th meeting. **(Annex 1)**

Councillor performance mechanism and continuous education program

BUREAU DECISION B97/2

The Bureau of the IUCN Council,

On the proposal of the Governance and Constituency Committee,

Approves the documents “*Outline of a Councillor performance mechanism, including the authority of the chairs of the standing committees*”, as revised, **(Annex 2)** and “*Outline of a continuous education program for Council members*” **(Annex 3)**, implementing – respectively - action points 6.1.2.c and 6.6.1.b of [Council’s Response to the External Review of IUCN’s Governance](#),

Decides that these documents be incorporated in the Council Handbook and that the Terms of Reference of Council’s standing committees be modified accordingly,

Requests the Secretary to Council to publish the Council Handbook as revised, including the Terms of Reference of the standing committees, before the end of 2021.

Director General’s Succession Plan

BUREAU DECISION B97/3

The Bureau of the IUCN Council,

Pursuant to action point 6.3.4.a of [Council’s Response to the External Review of IUCN’s Governance](#) and Bureau decision B91/3 (March 2021) and *on the proposal of the Director General,*

Approves the “*IUCN Director General’s Succession Plan*”, as revised, which describes the key steps and resources leading to the appointment of a new Director General in case of a vacancy in the position; **(Annex 4)**

Requests the Director General:

1. In addition to the section of the “*IUCN Director General’s Succession Plan*” concerning the “*Transition Planning: Immediate Actions*” for the unfortunate event where a DG handover period is not possible due to an abrupt departure of a DG, to provide the President with a list of names of individuals or positions to be considered for appointment as Acting Director General should this be required and to inform the

- President of the efforts to develop and retain talent and promote diversity in accordance with policy in order to avoid structural and other biases;
2. To inform the Finance and Audit Committee of the next Council about the existing HR processes and plans related to the succession in other senior management positions.

Review of the Strategic Planning and Reporting Framework

BUREAU DECISION B97/4

The Bureau of the IUCN Council,

Pursuant to action point 6.7.1.a of [Council's Response to the External Review of IUCN's Governance](#) and Bureau decision B91/4 (March 2021) and *on the proposal of* the Director General,

Decides to maintain the current Strategic Planning and Reporting Framework (Annex 2 of the [Council Handbook](#)) with the inclusion of a report on membership/constituency,

Requests the Director General, starting in 2022 and aligned with the new planning, budgeting and monitoring process of the Secretariat as explained in [Bureau document B97/2/3](#), to continuously develop the planning and reporting tools to become more agile, shorter and more strategic, providing adequate information enabling Council to carry out effectively its roles of setting strategic direction any policy guidance for the work of the Union, to provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, and to fulfil its fiduciary responsibilities to the Members of the Union.

Procedural Adviser of the IUCN World Conservation Congress

BUREAU DECISION B97/5

The Bureau of the IUCN Council,

On the proposal of the IUCN President and the Chair of the World Commission on Environmental Law,

Appoints Professor Surya P. Subedi, QC, DCL, OBE as Procedural Adviser of the 2021 IUCN World Conservation Congress to give advice with regard to the conduct of the Members' Assembly as described in the Terms of Reference¹, subject to referral to the Legal Adviser of matters regarding the interpretation of IUCN Statutes, Rules of Procedures and Regulations in conformity with Article 85 of the Statutes and Article 85 of the Regulations.

Membership applications

BUREAU DECISION B97/6

The Bureau of the IUCN Council,

On the recommendation of the Governance and Constituency Committee (GCC),

Approves the admission of six organizations and/or institutions applying for IUCN membership in accordance with Regulation 18. **(Annex 5)**

¹ [Decision B/XIX](#) adopted on 14 December 2019, Annex 18 (pp 86-87)

Observers at meetings of the IUCN Council

BUREAU DECISION B97/7

The Bureau of the IUCN Council,

In response to the request from the IUCN President whether observers should be invited to meetings of the Council, and *on the basis of* a discussion paper presented by the Director General (Document B97/3),

Notes the diversity of views on the kind of observers to be invited (stakeholders, donors, scientific experts and business leaders, etc.), the role of observers (active/passive, filling gaps in skill sets or constituency representation, monitoring / influencing Council, etc.) and the practical modalities (permanent observers v. invitation for specific discussions; how to select; possible conflicts of interest, etc.), and

Concludes that, except for the invitation on occasion to an external speaker or expert on a specific topic in accordance with Regulation 60, invitations to stakeholders to attend Council meetings on a regular basis require guidance from the IUCN World Conservation Congress and are dependent on amendments to the Statutes.

Council's Report to Congress

BUREAU DECISION B97/8

The Bureau of the IUCN Council,

Approves the Council Report to the IUCN World Conservation Congress 2021. **(Annex 6)**



97th Meeting of the Bureau of the IUCN Council

By conference call on 16 August 2021

Agenda

Agenda Item 1: The President's opening remarks and approval of the Agenda

Agenda Item 2: Implementation of Council's response to the External Review of IUCN's governance:

- 2.1 **Continuous education program for Council members**, recommended by the Governance and Constituency Committee (GCC) during its 35th meeting held on 12 August 2021
- 2.2 **Councillors' performance evaluation mechanism**, equally recommended by the GCC on 12 August 2021
- 2.3 **DG Succession Plan** (follow-up to decision B91/3 - summary minutes of B91) proposed by the Director General
- 2.4 **Revised Planning and Reporting Framework** (follow-up to decision B91/4 - summary minutes of B91) proposed by the Director General

Agenda Item 3: Observers at Council meetings

Continuation of the discussion initiated during the 94th Bureau meeting on the basis of a concrete proposal from the Director General. (cf. draft summary of B94)

Agenda Item 4: IUCN World Conservation Congress

4.1 Update on the preparation of Council's report to Congress

Update on progress made since the 94th Bureau meeting on 15 June 2021 (cf. draft summary of B94)

4.2 Procedural Adviser of the IUCN Congress

Update from the Chair of WCEL on the search for candidates. Cf. ToR of the Procedural Adviser approved by Council in December 2019.

4.3 Update on health and safety measures and Congress registration. Cf. among others the health and safety measures on the Congress website. See also the letter from the IUCN Pakistan National Committee received on 1 August 2021

Agenda Item 5: Constituency Issues

5.1 Membership applications approved by the GCC during its 35th meeting held on 12 August 2021

5.2 Request for recognition of a Regional Committee for North Africa recommended by the GCC subject to sufficient number of IUCN Members endorsing the establishment of the Regional Committee by 16 August 2021

5.3 Letter with concerns from the IUCN Pakistan National Committee

Agenda Item 6: Any other business announced in advance

6.1 Proposal to convene another meeting of the Bureau to consider the draft Report of Council to Congress

GCC Task Force 1 – Councillor performance (6.1.2.c) - Status 10 August 2021

Extract from: **Action Plan for the implementation of the Council Response to the External Review of IUCN Governance - Selected topics agreed by GCC in February 2020 that could be substantially developed or completed ahead of the 2020 Congress**

Approved by GCC28 on 25 June 2020 – updated by GCC30 on 2 September 2020

| Recommendation of the External Review Report | Council's Response approved on 8 January 2020 | Proposed way forward & actions (Action Plan GCC) | Who is involved /leads? | By when? |
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| <p>6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally. [Management Response p.5]</p> | <ul style="list-style-type: none"> Recommendation <u>partly accepted</u> as the evaluation mechanism should be independent but not necessarily carried out by an external party. For the evaluation aspect, cf. 6.1.3.a In addition to the qualifications/requirements for elected positions already approved, the <u>commitments and objectives of Council members in standing committees</u> should be better defined. This can be done by each standing committee as part of their “lessons learnt”, and approved by Council for <u>inclusion in the Council Handbook</u>. <p><i>Note: Instead of “job description”, the Council prefers “commitments and objectives” which is more appropriate for membership of the IUCN Council which are all voluntary positions</i></p> | <p>Actions:</p> <ol style="list-style-type: none"> GCC Chair to request each Standing Committee Chair to name one person to form a “GCC Task Force on Councillor performance” (hereafter “TF1”). TF1 to decide whether or not to address this task in conjunction with <u>6.1.3</u> (not prioritised) and <u>6.7.3.a</u>, which call for an evaluation mechanism for Councillors and performance standards for Standing Committee members, respectively. TF1 to develop, with support from the Secretariat: <ol style="list-style-type: none"> 3.1 commitments and objectives that are specific to the Standing Committees and can be added to existing Councillor profiles and Standing Committee TORs; 3.2 performance standards for Council members taking into account aspects of 6.1.3 (evaluation mechanism) and 6.7.3.a (performance standards specific to Standing Committees); and 3.3 the necessary modifications to the Council Handbook. Secretariat to provide guidance on setting performance indicators, on doing self-evaluations, and on how to review or give feedback on self-evaluations. Progress report TF1 to GCC Revised Council Handbook to be approved | <ol style="list-style-type: none"> GCC Chair TF1 with GCC Chair TF1, with support from Secretary to Council and Chief Human Resources Officer (CHRO) a.i. Chief Human Resources Officer (CHRO) (a.i.) TF1 Council (104th meeting) | <ol style="list-style-type: none"> 4 Sep 23 Sep 26 Oct 9 Sep June 2021 |

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| <p>6.1.3.a A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members' contracts.)</p> | <ul style="list-style-type: none"> • Recommendation <u>accepted</u> and already <u>partly implemented</u> as the Council Handbook, including performance tools, already cover what is recommended for a “council charter”. • An <u>evaluation mechanism</u> for individual Council members against established objectives should be studied. Cf. also 6.1.3.c. This should include: <ul style="list-style-type: none"> ○ <u>Roles/tasks of Council members in standing committees</u> needs clarification (cf. 6.1.2.c). ○ <u>The currently required written Councillor reports</u> could be transformed as an accountability tool and distributed to IUCN Members. ○ A mechanism to <u>follow-up on the “self-assessments”</u> (Council Handbook) should be designed. Feedback through self-assessments should be distributed to the full Council in addition to the Vice-Presidents [Regulation 48(c) (iii)]. | <p>Next Council 2020-24</p> | <p>Council</p> | <p>Aspects regarding Council charter are already implemented</p> |
| <p>6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures.</p> | <ul style="list-style-type: none"> • Recommendation <u>partly accepted</u> as the evaluation mechanism should be independent but not necessarily carried out by an external party, and performance gaps should be addressed by the President and Vice-Presidents instead of the Governance and Constituency Committee. • <u>Individual evaluation mechanism</u> suitable for the voluntary position of | <p>Before Congress</p> | <p>Working Group of Council incl. standing committee chairs</p> | |

GCC Task Force 1 – Councillor performance (6.1.2.c) - Status 10 August 2021

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| | <p>Council member to be designed with support from the Chief HR Officer. Performance matrix need not be too detailed as objectives and indicators are to be reviewed annually. Cf. also 6.1.3.a.</p> <ul style="list-style-type: none"> • The evaluations are carried out by the <u>President and Vice-Presidents</u> taking into account self-evaluation and feedback. • <u>Performance gaps</u> in terms of missing skills should be addressed by the <u>President and Vice-Presidents</u>. Cf. also 6.1.2. a. | <p>Next Council 2020-24</p> <p>Beginning of the next term 2020-21</p> | <p>President and Vice-Presidents 2020-24</p> <p>President and Vice-Presidents 2020-24</p> | |
| <p>6.7.3.a Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.</p> | <ul style="list-style-type: none"> • Recommendation <u>partially accepted</u> as the performance standards should be defined in the ToR of the committees instead of the ToR of Councillors because they are different for each Councillor based on the committees they are part of. • Introduce <u>performance standards for Councillors</u> in ToR of the standing committees that are specific to the committee they belong to. • <u>Differentiate the expectations of performance</u> of each Councillor based on the Council bodies they are part of. | <p>Before 2020 Congress</p> | <p>Council/Standing committees</p> | |
| <p>6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards.</p> | <p>[...]</p> <ul style="list-style-type: none"> • Define in the ToR of the standing committees the authority of the <u>chair of standing committee</u>, in particular between Council meetings. | <p>[...]</p> <p>Define in the ToR of the standing committees the authority of the <u>Chair of standing committee</u>:</p> <ol style="list-style-type: none"> 1. This task is already part of 6.7.3.a and linked to 6.1.2.c. Therefore, the same Task Force as in 6.1.2.c (TF1) could discuss modifications to the TORs, in consultation with the Standing Committee Chairs. | <p>[...]</p> <ol style="list-style-type: none"> 1. TF1 referred to in 6.1.2.c with support from the Secretary to Council | <p>[...]</p> <p>26 Oct</p> |

GCC Task Force 1 – Councillor performance (6.1.2.c) - Status 10 August 2021

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| <p>This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential. [Management Response p.15-16]</p> | | <ol style="list-style-type: none"> 2. Revised Standing Committee TORs to be approved prior to Congress, as a modification of the Council Handbook. 3. Consider whether there should be supportive statutory reform for office bearers. In that case, deadlines will need to be adjusted (statutory reform proposals must be approved by Council in time to be published as a Congress document on 3 June 2021). | <ol style="list-style-type: none"> 2. Council (104th meeting) 3. GCC/Council | <p>June 2021</p> <p>3 June 2021</p> |
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Preliminary note

GCC's TF1 is composed of Shaikha Salem Al Dhaheri, Hilde Eggermont and Sixto Inchaustegui (members of GCC) and Peter Cochrane (member of PPC), and supported by Luc De Wever, Secretary to Council.

Neither the requests from the Chair of GCC to the Chair of FAC in September and November 2020, nor a request from the President to the Council in February 2021 have led to anyone from FAC volunteering for this TF.

The Chairs of GCC, PPC and FAC have provided their input to the TF including, in particular, on the issue of the authority of the standing committee chairs.

The TF met on 18 May 2021. What follows hereafter is the result of this meeting reviewed and approved by the TF members and supported by the standing committee chairs.

The next step is to seek the GCC's approval of the proposal of the TF followed by endorsement of the Council before the Congress.

A. Proposed outline of a Councillor performance mechanism – for inclusion in the Council Handbook

Components of the Councillor performance mechanism

- A. The commitments and objectives (roles / tasks) of Council members in standing committees
- B. Performance standards (and indicators) for Councillors differentiated according to the standing committee they belong to and included in the ToR of the relevant committee.
- C. An evaluation mechanism for individual Council members against established objectives.

A. Councillors' commitments and objectives ("job description")

A performance mechanism is effective only when it is clear from the outset what is expected from Council members. The "[*Roles and responsibilities, qualifications and requirements*](#)" for all elected positions already approved by Council as part of the Call for Nominations issued at the launch of the candidates nominations process, the "[*Performance Commitment for IUCN Councillors*](#)" ([Council Handbook](#), Annex 5) and the Terms of Reference of the standing committees of the IUCN Council ([PPC](#), [FAC](#) and [GCC](#)) provide guidance in this respect. However, a broadly shared view in Council about its role to provide strategic direction and oversight, and the level of detail to be handled by the standing committees, will be essential for ensuring optimal engagement and performance of Council members.

Councillors' commitments apply consistently between Council and standing committee roles, as well as in other bodies established by the Council. They can be formulated as follows:

1. Actively participate in meetings. If not possible to attend a meeting:
 - a) share with the group your views on all matters requiring a decision in advance of the meeting; and
 - b) find another committee member to accept your proxy and inform the chair ahead of the meeting.
2. Respond to all requests from the chair (or from the Secretariat writing on behalf of the chair) in respect of any business requiring a decision between meetings.
3. Prepare yourself to take an informed decision by:
 - a) reading the materials provided by the Secretariat;
 - b) informing yourself on topics you are not familiar with (e.g. by consulting the IUCN website, seeking additional information from the Secretariat or IUCN Members, National or Regional Committees).
4. To the extent possible, respond positively to requests from the chair or the committee to be part of a committee task force or to take individual responsibility for preparing an issue for the committee's deliberation.

Councillors' objectives as members of a standing committee are defined in collaboration with the committee chair in function of the agenda of the committee over the four-year term.

Before Council establishes the standing committees at the first ordinary meeting of the Council of the new term, the President ensures that all Council members have a good understanding of the above commitments, the Terms of Reference of the standing committees, the mandate of the committee chairs, the calendar presenting an overview of the business of each committee for each year of the term (to be attached to the committee's ToR), and the minimum time it will require to accomplish the mandates of the Council, its standing committees and other subsidiary bodies.

The President ensures a balance between the committees in terms of their workload. S/he will keep herself/himself informed of the work of the standing committees through a regular brief, in consultation with the standing committee chairs and with the assistance of the Secretary to Council. The self-evaluation form will contain questions to poll Council members for their views on the workload.

The chair of each standing committee ensures that all committee members are invited to share an equal part of the responsibility for the committee's work. For that purpose, the committee chair ensures that the committee annually adopts a method of work to accomplish the committee's tasks, aligned with the work plan of Council and the Secretariat. This could include the establishment of a small number of task forces in accordance with Regulation 59. It is important to define the ToR of each TF with sufficient detail so that it is clear what is expected. It is also important to have a transparent mechanism for proposing Council working groups, their ToR and participation from the full Council. The committees, and in particular the chairs, respect the committee's calendar of work and the agreed method of work throughout the term, and exercise restraint in adding more complexity and work load except if changing circumstances require to do so.

The work of standing committees is essential for the preparation of well-informed deliberations of the Council. Standing committee members must therefore give priority attention and dedicate sufficient time to committee work, which can by times be very intense. As stated in the Qualifications required for the position of Regional Councillor, the time commitment as member of Council represents, cumulatively, at least six weeks of work per year. Standing committee members must take this into account when they volunteer to be part of other subsidiary bodies such as task forces or Council working groups, as such engagement will add to these six weeks.

Every Council member belongs to one standing committee and, except the Vice-Presidents, to only one other body established by the Council such as the:

- Bureau (President, 2 VP, Treasurer, standing committee chairs, representative of the Commission Chairs and 2 Regional Councillors)
- Congress Preparatory Committee (CPC)
- Motions Working Group (MWG)
- Nominations Committee
- Ethics Committee (Vice-Presidents only).

It is advisable to appoint a Vice-President as chair of the CPC and the chair of GCC as the deputy chair of CPC.

B. Performance standards

Performance standards should largely be the same for all Council members and apply without much differentiating according to the standing committees they belong to. This section will be completed by the next Council with guidance from HR on setting performance standards adapted to volunteer work.

C. Evaluation mechanism

Council members are requested to evaluate their own performance annually, based on a self-evaluation form. The self-evaluation form included as Annex 7 in the Council Handbook should be reviewed / simplified for this purpose.

Each year, an independent – but not necessarily an external - “evaluator”, such as one or more Vice-Presidents who are not member of the committee whose members are being evaluated, should read all self-evaluations and:

1. provide individual feedback to each Council member;
2. present to each standing committee chair a synthesis of (anonymous) feedback of committee members;
3. present in writing to Council a synthesis of the self-evaluations with recommendations for improvement.

The Councillors’ Activity Reports (Annex 6 to the Council Handbook) are abandoned given the absence of a clear purpose and follow-up during the term 2016-21.

Process

Once approved by Council, the above sections will be included in the [Council Handbook](#) as new § 29bis under a new subtitle “Councillors’ performance mechanism” in section 3 – *Individual responsibilities of Council members*. Alternatively, above sections could be included as new Annex to the Council Handbook.

B. Authority of the chairs of the standing committees – to be included in the Council Handbook and the ToR of the standing committees, and/or to be included in the Statutes and/or Regulations

The role of the chair of a standing committee will be to:

- a. Chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings.
- b. Convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council.
- c. Request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook.
- d. Present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau.

Process

The chairs of the standing committees have been consulted regarding section B. on the authority of the standing committee chair.

Once approved by Council, the above sections will be included in the Council Handbook as new § 115*bis* and in the ToR of the standing committees.

GCC Task Force 1b – Education program for Council members (6.6.1.b) - Status 24 November 2020

Extract from: **Action Plan for the implementation of the Council Response to the External Review of IUCN Governance - Selected topics agreed by GCC in February 2020 that could be substantially developed or completed ahead of the 2020 Congress**

Approved by GCC28 on 25 June 2020 – updated by GCC30 on 2 September 2020

| Recommendation of the External Review Report | Council's Response approved on 8 January 2020 | Proposed way forward & actions (Action Plan GCC) | Who is involved /leads? | By when? |
|---|---|---|--|---|
| <p>6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program). [Management Response p.14]</p> | <ul style="list-style-type: none"> • Recommendation <u>accepted</u>. • Current Council to <u>develop education program</u> so that it may be executed by the next one. • Study strengthening <u>capacity in FAC and Council</u> to accomplish the oversight and advisory roles regarding finance including e.g. making use of appointed Councillors. | <p>Actions:</p> <ol style="list-style-type: none"> 1. The TF on Councillor performance referred to under 6.1.2.c. extended with other Council members interested to join (TF1b), prepares the outline of a continuous education program for Council members to strengthen the strategic process and One Programme approach, consisting of multiple ways for interactive online platforms, continuous information sharing, etc. between Council, IUCN Members and Commissions, with specification of who will be responsible for which parts of the program. The TF should explore whether beside the Council's education program, the same online platform could host also other governance education programs of other components of IUCN so that it may respond to governance education needs of all constituent parts of IUCN. 2. As part of its work, the TF will provide guidance for the new Council's induction program incl. elements of 6.7.1.a. and 6.8.1 (with the actual materials to be developed by the Secretary to Council following the Congress). 3. Council approves the outline of the education program for inclusion in the Council Handbook. 4. Roll-out of the education program. | <ol style="list-style-type: none"> 1. Invitation is extended to other Council members – GCC Chair 2. TF1b, with the support of the Secretary to Council 3. TF1b 4. Council (101st meeting) 5. New Council with the support of the Secretary to Council | <p>4 Sept</p> <p>26 Oct</p> <p>26 Oct</p> <p>30 Nov</p> <p>2021</p> |

Preliminary note

TF 1b is composed of Hilde Eggermont and Sixto Inchaustegui and is supported by Luc De Wever, Secretary to Council.

The TF met on 7 October 2020. What follows hereafter is the result of that meeting reviewed and approved by the TF members.

The members of TF1b also volunteered for TF1 (working on Council Response 6.1.2.c) and suggested that, together with Shaikha Salem Al-Dhaheri, they constitute TF1 and TF1b.

Background

Evaluating the two-day Council Retreat of 6-7 February 2017, the task force (TF) is of the view that, while the Retreat was necessary and covered the right topics, it was not effective to share so much information in one two-day meeting. Instead, induction of Council members should be spread over several meetings and become a continuous learning opportunity. Part of it should be made available to all prospective candidates before the elections. There should be one or two shorter retreats to share or refresh basic information (about the role of Council and Council members, what is expected, and how will it work), one of which to be held immediately after the close of the Congress and a another one on the day prior to the first ordinary meeting of the Council of the new term.

There should also be continuous learning opportunities, some offered online. The Council's working lunches held as part of each face-to-face meeting of the Council 2017-20, were interesting but contributed to long exhausting meeting days. Working lunches should be kept to a minimum and other formats tried out such as the mini-workshops offered during a two-hour slot as part of the Council Retreat in February 20217.

Information is still scattered. The Council Handbook should become the first and most important reference point where all prospective and elected Council members find information relevant to their duties.

Proposed outline of a continuous education program for Council members – for inclusion in the Council Handbook

The continuous education program for Council members consists of three elements:

- Immediately after elections: induction to Council
- Continuous coaching and online learning throughout Council's term of office
- Before elections: for prospective candidates

The "Performance Commitment for IUCN Councillors" specifies to what extent the induction and continuous learning program is mandatory for all Council members.

1. Induction for the "in-coming" Council

1.1 On the day after the closing of the Congress, the newly elected ("in-coming") Council meets for a full day of which:

- a half day "retreat" with the purpose of getting to know each other and team building;
- a half a day (formal) Council meeting.

- 1.2 The Council holds a half day “retreat” before the first ordinary Council meeting of the new term in order to refresh the basic information and deepen the Councillor’s shared understanding of their role, including (taken partly from [Annex 6 to the External Review Report](#) [pdf pp. 38-39] and partly from the [agenda of the 2017 Council Retreat](#)):
 - a. Council’s role to set strategic direction, provide oversight and fulfil fiduciary responsibilities
 - b. Best board practice – improving board effectiveness (its four pillars as described in the External Review Report)
 - c. Conflict of interest training and dealing with fraud
 - d. Societal/stakeholder expectations on board members
 - e. Financial and risk management
 - f. Digital transformation, and risks and opportunities presented by social media
- 1.3 A recording of the retreat referred to in 1.2 above will be available in the Union Portal for all Council members to download at their own discretion, in particular for Council members who were unable to attend the meeting.
2. Continuous coaching and online learning throughout the Council’s term of office
 - 2.1 Second term Council members are encouraged to act as a coach for first term Council members.
 - 2.2 Secretariat develops a written guide (“living document”) providing directions, in particular for first term Council members, who in IUCN (Council, Secretariat, Commissions) they can contact for which types of questions.
 - 2.3 At each face-to-face Council meeting, at least one learning opportunity (1 to 2 hours) is offered to refresh or deepen the understanding on one of the topics mentioned in point 1.2 above. Sessions are recorded and posted in the Union Portal where Council members may download them anytime.
 - 2.4 On demand by Council, such learning / training opportunities will be offered online between meetings of the Council (two / year).
 - 2.5 At mid-term, Council holds a 2 to 4 hour workshop in the context of a Council meeting, to evaluate the effectiveness of the education program and make improvements for the second half of term (and for the next term). Feedback is collected through a safe/informal mechanism that invites honest feedback.
 - 2.6 A succinct but clear guide will be made available laying out the ground rules for effectively chairing meetings, with reference to specific rules and practices applicable in IUCN, including tips for efficient time management as well as the desired behaviour of all participants in governance meetings. Online and other (external) training in chairing meetings will be provided on demand to any Council member who is called upon to chair meetings of Council or its subsidiary bodies and wishes to make use of it.
3. Prospective candidates
 - 3.1 The Secretariat works with Regional Committees, Regional Forums and Regional Offices in view of using regional channels (online and other) to ensure prospective candidates for Regional Councillor receive induction on what it means, and requires, to be a member of the IUCN Council, and to ensure that elected Council members receive information about regional procedures, processes and systems.

IUCN Director General Succession Plan

The purpose of this document is to provide a high-level succession plan to ensure continuous coverage of critical Director General (DG) duties, vital for IUCN's sustainability and operations in the event of a DG vacancy. In line with Bureau decision B91/3, this succession plan checklist is intended to support a proactive and transparent process for DG succession.

The succession process is summarised in the below chart. Note, some of these processes can run concurrently to allow for process completion from six to nine months. The process is in line with Article 63 of the [Council Handbook](#).



Resources checklist

Further planning requirements are presented in tabular form below.

| Succession Planning Requirements | Key Resources | Purpose |
|---|--|---|
| What position is being filled? <ul style="list-style-type: none"> What skills are needed? Do we have a job description? | DG Terms of Reference and job description – see Annex 2 below. | If succession planning is triggered, the evaluation committee defined in Regulation 48 (c) (v). (i.e. the President and Vice-Presidents) would review the job description, Terms of Reference and skills required to ensure they remain fit-for-purpose. |
| Strategic objectives <ul style="list-style-type: none"> Overview | The DG strategic objectives can be grouped around the following categories: <ol style="list-style-type: none"> Strategic Leadership in Conservation Fundraising and Financial Management Operational and Change Management Programme Management External Liaisons and Public Image People Management | If succession planning is triggered, the already established Succession Planning Committee (SPC), as per Bureau decision B91/3, would review the DG's strategic objectives to ensure they remain fit-for-purpose. Decision can be made by the SPC. |
| Responsibility documents | <ul style="list-style-type: none"> Conflict of Interest Policy Code of Conduct and Professional Ethics for the Secretariat IUCN Anti-Fraud Policy Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment | As part of onboarding, shortlisted candidates must be familiar with important HR and responsibility documents. |
| Diversity and inclusion | <ul style="list-style-type: none"> Gender Equality and Women's Empowerment Policy (2019) Resolution 19.6 (1994) North-South Proportionality and Equality of Opportunity | IUCN is an equal opportunity employer and welcomes candidate from all backgrounds. |

Transition planning: Immediate actions

In the unfortunate event where a DG handover period is not possible due to an abrupt departure of a DG, the Secretariat leadership will be maintained through the established management structure of the IUCN Secretariat – i.e. the Executive Board, comprised of the three Deputy Director Generals (DDG) and the Chief Financial Officer (CFO).

Annexes – past records and templates

- Request for Proposals for Director General Search – 2019
- Terms of Reference for Director General – 2019
- Vacancy announcement – 2019



Annex 1: Request for Proposals (RfP) Director General Executive Search, 2019

PART 1 – INSTRUCTIONS TO PROPOSERS AND PROPOSAL CONDITIONS

1.1. About IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 950 staff in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,500 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

1.2. Summary of the Requirement

IUCN invites you to submit a Proposal for the IUCN Director General's Executive Search. The detailed description of the Requirement can be found in Part 2 of this RfP.

1.3. The procurement process

The following key dates apply to this RfP (take note of the time zones as reflected):

| | |
|--------------------------------------|-----------------------------|
| RfP Issue Date | 17 September 2019 |
| RfP Closing Date and Time | 7 October 2019; 23:59 GMT+7 |
| Estimated Contract Award Date | 16 October 2019 |

1.4. Conditions

IUCN is not bound in any way to enter into any contractual or other arrangement with any Proposer as a result of issuing this RfP. IUCN is under no obligation to accept the lowest priced Proposal or any Proposal. IUCN reserves the right to terminate the procurement process at any time prior to contract award. By participating in this RfP, Proposers accept the conditions set out in this RfP.

Proposers must sign the "Proposer's Declaration" and include it in their Proposal.

1.5. Queries and questions during the RfP period

Proposers are to direct any queries and questions regarding the RfP to the above IUCN Contact. No other

IUCN personnel are to be contacted in relation to this RfP.

Proposers may submit their queries no later than 7 October 2019; 17:00 GMT+7.

As far as possible, IUCN will issue the responses to any questions, suitably anonymised, to all Proposers. If you consider the content of your question confidential, you must state this at the time the question is posed.

1.6. Amendments to RfP documents

IUCN may amend the RfP documents by issuing notices to that effect to all Proposers and may extend the RfP closing date and time if deemed appropriate.

1.7. Proposal lodgement methods and requirements

Proposers must submit their Proposal to IUCN no later than 23:59 GMT+7 on 7 October 2019 by email to: Raymundo.juan@iucn.org. The subject heading of the email shall be [RfP – DG Executive Search - [Proposer Name]]. Electronic copies are to be submitted in PDF and native (e.g. MS Word) format. Proposers may submit multiple emails (suitably annotated – e.g. Email 1 of 3) if attached files are deemed too large to suit a single email transmission.

IMPORTANT: Submitted documents must be password-protected so that they cannot be opened and read before the submission deadline. Please use the same password for all submitted documents. After the deadline has passed and no later than 17:00 GMT+7 on 8 October 2019, please send the relevant password to the same email address as used for submitting your Proposal. This will ensure a secure bid submission and opening process. Please **DO NOT** email the password before the deadline for Proposal submission.

Proposals must be prepared in English and in the format stated in Part 3 of this RfP.

1.8. Late and Incomplete Proposals

Any Proposal received by IUCN later than the stipulated RfP closing date and time, and any Proposal that is incomplete, will not be considered. There will be no allowance made by IUCN for any delays in transmission of the Proposal from Proposer to IUCN.

1.9. Withdrawals and Changes to the Proposal

Proposals may be withdrawn or changed at any time prior to the RfP closing date and time by written notice to the IUCN contact. No changes or withdrawals will be accepted after the RfP closing date and time.

1.10. Validity of Proposals

Proposals submitted in response to this RfP are to remain valid for a period of 90 calendar days from the RfP closing date.

1.11. Evaluation of Proposals

The evaluation of Proposals shall be carried out exclusively with regards to the evaluation criteria and their relative weights specified in part 3 of this RfP.

PART 2 – THE REQUIREMENT

The International Union for Conservation of Nature, IUCN, hereby invites Proposals from executive search firms and/or individual search consultants/headhunters (“Bidders”) to assist the organisation with the search for the Director General. The contract will only cover an exclusive mandate for the Executive Search of the IUCN Director General’s vacancy. The selected Contractor will work with the Chief Human Resources Officer (CHRO) a.i., and the DG Search Committee (DGSC).

The selected Contractor will be required to carry out the following tasks:

- Consultations with the DGSC to review the position requirements, activities and milestones for the position.
- Produce regular reports for the CHRO a.i. and Succession planning Committee SPC with data related to applications.
- Propose a recruitment strategy and timelines for the overall process.

- Identify and approach suitable candidates, both active and passive through targeted mechanisms and outreach.
- Conduct pre-screening interviews where necessary.
- Review all applications received through IUCN's application channel and combine with headhunted candidates to prepare a full dossier of 'potentially qualified' candidates (no more than 10 candidates) including CVs, motivation letters and other relevant information. The full dossier must include all applications and contain justifications for inclusion/non-inclusion of each candidate.
- Develop personal and competency profiles of potentially qualified candidates.
- Screen and evaluate candidates through telephone/Skype interviews. Verify credentials and evaluate individual strengths and weaknesses.
- Provide a report of all 'potentially qualified' candidates and propose a short-list of no more than 5 candidates for interviews.
- Facilitate all necessary logistical arrangements with regard to the entire process including, but not limited to, contacting candidates for initial/final interviews, arranging meetings and interview schedules, locations and travel, among others.
- Negotiate contractual conditions with the selected candidate in coordination with the CHRO a.i.

The Contractor must have experience in working with a wide variety of public and private sector leaders thus supporting the executives as they build important internal and external relationships, define critical strengths and needs, and build a strategic plan.

The successful Bidder's Proposal in response to this RfP will be incorporated into the final agreement between IUCN and the successful Bidder.

PART 3 – THE EVALUATION MODEL

The proposals shall be reviewed and evaluated on the thematic below which have been split into various sections:

- 1. Technical Competences and Experience (total of 100%)**
 - a. General experience and qualifications (total of 15%)
 - Experience in targeted headhunting for executive search (10%)
 - Qualifications and certifications (5%)
 - b. Experience with similar organisations (total of 35%)
 - Number of years of experience in non-profit sector (10%)
 - Number of executive level positions contracted per annum over the last 3 years – please provide the list of positions and the name of the organisations (15%)
 - Provide references (name and contacts of organisations) that contracted you within the last 12 months (10%)
 - c. Review and analysis of the services proposed (total of 50%)
 - Competitive advantages: outline why you stand out in comparison to your competitors (10%)
 - Approach: Please provide details on your approach and strategy for this type of executive search (10%)
 - Reports: Provide information of the progress reports that you intend to submit to the CHRO a.i. and the DGSC (10%)
 - Communications: please provide details of what, when and how you intend to communicate with the CHRO a.i. and the DGSC (10%)
 - Timelines: Please provide information on the expected timelines for the search (10%)

Please note that scores from 1 (one) to 5 (five) will be given to each item and then converted into the respective percentage. Any score of less than 3 (three) to any of the above sections means that the proposal will be discarded.

- 2. Financial competitiveness (100%)**
 - a. For percentage-based fees (100%)
 - Provide the percentage that will be applied
 - Provide the list of items on which the percentage will apply (e.g. base salary, relocation package etc.)

- List all charges that will have to be covered as part of the search and the expected amounts foreach
- b. For fixed service fees (100%)
 - Provide the list of services that are included

Note that travel can either be shown as a separate cost item or built in your overall pricing structure. Just make sure that it is clearly identified that you provide the necessary details on what will be included.

Applicants must possess a strong ethical and professional approach to providing the requested services.

PART 4 – INFORMATION TO BE PROVIDED BY PROPOSERS

By participating in this RfP, Proposers are indicating their acceptance to be bound by the conditions set out in this RfP.

This Part details all the information Proposers are required to provide to IUCN. Submitted information will be used in the evaluation of Proposals. Proposers are discouraged from sending additional information, such as sales brochures, that are not specifically requested.

Each of the following must be submitted as a separate document, and will be evaluated separately.

4.1. Declaration

Please read and sign the Declaration in **Annex 1** and include this in your proposal.

4.2. Technical information/Service Proposal

Proposals should be structured as follows:

- Executive Summary of Proposal
- Bidder's Background
- History of practice and types of clients served
- What makes the proposed service stand out from others
- List of recently completed executive searches and names of sectors served
- A list of 3 clients (not older than 12 months) that can be contacted for reference if needed
- Proposed approach to conducting the process for executive searches
- Proposed report(s) to be provided throughout the process
- Process for communicating with the client
- Timelines to complete recruitment process

4.3. Pricing information

Prices include all costs

Submitted rates and prices are deemed to include all costs, insurances, taxes, fees, expenses, liabilities, obligations, risk and other items necessary for the performance of the Requirement. Any charge not stated in the Proposal as being additional, will not be allowed as a charge against any transaction under any resultant Contract.

Applicable Goods and Services Taxes

Proposal rates and prices shall be exclusive of Value Added Tax.

Currency of proposed rates and prices

Unless otherwise indicated, all rates and prices submitted by Proposers shall be in Swiss Francs.

Rates and Prices

Please provide detailed information regarding your pricing structure on how you wish to bill us for your services as detailed in part 3. The service contract will be established based on the information provided in the bidding document. No extra fees or charges will be applied.

PART 5 – DEFINITIONS

For the purposes of this Request for Proposal (RfP) the following definitions apply:

| | |
|--------------|---|
| Contract | Means any contract or other legal commitment that results from this Request for Proposals. |
| Contractor | Means the entity that forms a Contract with IUCN for provision of the Requirement. |
| Instructions | Means the instructions and conditions set out in Part 1 of this Request for Proposals. |
| IUCN | Means IUCN, International Union for Conservation of Nature and Natural Resources. |
| IUCN Contact | Means the person IUCN has nominated to be used exclusively for contact regarding this Request for Proposals and the Contract. |
| Proposal | Means a written offer submitted in response to this Request for Proposals. |
| Proposer | Means an entity that submits, or is invited to submit, a Proposal in response to this Request for Proposals. |
| Requirement | Means the supply to be made by the Contractor to IUCN in accordance with Part 2 of the RfP. |
| RfP | Request for Proposals |



Annex 2: Terms of Reference for Director General, 2019

BACKGROUND

Appointed by the Council, the Director General is the CEO of the Union and Head of the Secretariat. S/he 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. S/he will shape and lead the implementation of the Union's Global Programme as established by the Congress and Council. With the President, s/he serves as an 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: https://www.iucn.org/sites/dev/files/iucn_statutes_and_regulations_september_2016_final-master_file.pdf

They include management of the executive team, programme development, budgeting and financing, reporting, promotion, external relations and general administration.

JOB DESCRIPTION

PRIORITIES OF THE ROLE:

- Manage and lead the Union by articulating its vision, mission and policies and implementing the Union's Global Programme.
- Work with Council, Regional Councilors and Commission Chairs to implement that Programme.
- Support the "One Programme Charter" which seeks to ensure that the different parts of IUCN: Members, as represented by National and Regional Committees, Commissions and facilitated by 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 ecologically 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 nature conservation and ecologically sustainable development goals, collectively and collaboratively.
- Ensure that IUCN's programme and conservation solutions remain relevant in the context of emerging global issues.

COMPETENCIES:

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 nature conservation and ecologically sustainable 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 and support 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.
- Demonstrated experience in developing and implementing financing strategies aligned with the IUCN Programme.
- 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 center 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 ecologically 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 and build consensus and foster teamwork.

COMPENSATION AND LOCATION

- An attractive package will be offered in order to motivate candidates with superior qualifications.
- IUCN is an equal opportunity employer.
- The Director General will be based at the IUCN Headquarters in Gland, Switzerland.

REQUIREMENTS

- Graduate degree ideally in subject areas related to conservation, environmental protection and/or sustainable development;
- Minimum of 20 years of relevant experience to undertake the role with a proven track record of leadership in international organizations, international NGOs, knowledge networks, civil service institutions and similar entities;
- 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, law, policy and ethics underlying the Union's conservation programmes;
- A demonstrable ability to engage and operate effectively at the highest policy and political levels as well as mobilization of a large Union and utilization of high-level networks and members;
- 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.

About IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

Annex 3: Vacancy announcement, 2019

VACANCY
ANNOUNCEMENT
DIRECTOR GENERAL
INTERNATIONAL UNION FOR CONSERVATION OF
NATURE (IUCN)

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. 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 is looking for a seasoned leader to act as the CEO of the Union and the Head of the Secretariat. The Director General 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. The Director General promotes the mission of IUCN and leads the implementation of the Union's Global Programme as established by the Congress and Council. S/he supports the "One Programme Charter" and ensures that the different parts of IUCN: Members, as represented by National and Regional Committees, Commissions and facilitated by the Secretariat, work together to develop, implement and advance IUCN's Programme of work. The Director General promotes partnerships with relevant private, public, development and non-governmental sectors to enhance the global visibility and broaden the influence of the Union and represent and promote the nature conservation and ecologically sustainable development agenda in global public policy arenas. Within the Secretariat, the Director General ensures financial sustainability by expanding and diversifying funding sources by mobilizing new and innovative sources of revenue to support the activities of the Union.

More information on the vacancy will be found in the IUCN Human Resources Management System (HRMS) by visiting <https://www.iucn.org/about/careers>. Interested candidates should apply online here: <https://hrms.iucn.org/iresy/index.cfm?event=vac.show&vacId=5212&lang=en>. Detailed CVs may also be sent by email to Ms. Aurée de Carbon at adecarbon@carrhure.com. Vacancy closes at midnight (CEST) on 17 December 2019.

IUCN is an equal opportunity employer and welcomes applications from qualified women and men.

Six new Membership applications submitted by 31 March 2021 (GCC Defer/for discussion)

| IUCN Statutory region | # | Organisation name | Acronym | IUCN Statutory State | Website | Member Category | Establishment date | Years of work in conservation | Answer to sustainability use policy question | Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members | Detailed application | Due diligence process by Councillor | Due diligence process by National/Regional Committee |
|-------------------------------------|---|---|---------|----------------------|---|-----------------|--------------------|-------------------------------|--|---|-----------------------|-------------------------------------|---|
| South and East Asia | 1 | China Association of Traditional Chinese Medicine | CATCM | China | http://www.catcm.org.cn/ | National NGO | 20.12.2000 | 20 years | CSTCM is participating in the national survey of medicinal animal and plant resources, and assisting the government to develop a sustainable using suggestion. Meanwhile, we are assisting National Medical Products Administration to evaluate the wild medicinal resources involved in new drugs. For those enterprises which have great demand of medicinal animal and plant must establish submit a detailed sustainable using proposal to ensure that it does not pose a threat to wild resources. | 1) NG/1618 Nanjing Institute of Environmental Sciences, MEE, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China | CATCM | No | No |
| West Asia | 2 | Jordan Outdoor Sports Association | JOSA | Jordan | www.josaep.com | National NGO | 14.05.2014 | 7 years | Our views are that JOSA is duty bound by its bylaws to ensure that any use of wildlife (Plant or Animal) by the public in general or any of its members is replenished in accordance to the guidelines set forth by the Jordanian Ministry of Agriculture and the Jordan Ministry of the Environment. This is a main objective of JOSA as evidenced by its various wildlife (Fish, Chukar and Tree) replenishment activities. | 1) NG/454 Royal Society for the Conservation of Nature, Jordan 2) NG/25684 Horizon for a Green Environment, Jordan | JOSA | No | No |
| East Europe, North and Central Asia | 3 | National Hunting and Fishing Association "Union of Hunters and Anglers in Bulgaria" (NHFA „UHAB“) | UHAB | Bulgaria | www.slrp.bg | National NGO | 06/08/1888 | 17 years | Sustainable use of the game is the main principle on which the hunting farm in Bulgaria is built. Of course, the aim of hunters is, through their actions, to increase game stocks while protecting biodiversity at the same time. It is clear to all hunters that in order to pursue their hobby (hunting) it is necessary to have healthy and robust game populations. And this can only be achieved through the sustainable use of this resource. There are a number of regulations in our legislation that restrict hunting in various aspects, hunting terms, shooting norms for different species of game or a special regime for the use of certain species, which guarantee the stability of their populations. In addition, hunters carry out several activities that support wildlife (biodiversity) during difficult moments. | 1/ IN/788 1 Federation of Associations of Hunting and Conservation of Wildlife of the European Union, Belgium 2/ IN/1063 International Council for Game and Wildlife Conservation, Hungary | UHAB | No | No |
| West Europe | 4 | Turtle Sanctuary | TS | France | https://www.turtle-sanctuary.org/ | National NGO | 09.03.2018 | 3 years | Yes We sign memorandums of understanding with universities, national parks and other local and national institutions to promote the transmission of knowledge and methodologies developed and adapted to suit local characteristics, both cultural and institutional. | 1) NG/25576 Turtle Conservancy, USA 2) NG/25775 Association Beauval Nature pour la Conservation et la Recherche, France | TS | No | No |
| | 5 | We are here Venice | WahV | Italy | https://www.wereherevenice.org/ | National NGO | 18.5.2015 | 3 years | We are here Venice belongs to the Italian network for sustainable development (ASViS), which is dedicated to communicating and implementing the UN Agenda 2030 SDGs. We are continuously exploring opportunities to minimise the ecological footprint of our outreach materials (stickers, posters and brochures). We also have a strict policy of using local businesses and providers whenever possible. In terms of available human resources, we are doing all we can to reverse the gender imbalance, have a fair wage policy and try to be Friday-free, to maximise quality of life. | 1) Istituto Superiore per la Protezione e la Ricerca Ambientale, Italy 2) Consiglio Nazionale delle Ricerche, Italy | WahV | No | No |
| | 6 | Asociación Desenvolvemiento Rural "Mariñas-Betanzos" ("Mariñas-Betanzos" Rural Development Association) | ADRM | Spain | http://www.marinabetanzos.gal | National NGO | 23.07.2008 | 13 years | The Mariñas-Betanzos Association established a Biosphere Reserve Management Plan (2013-2022) with specific actions based on providing advice and on incorporating knowledge in traditional activities, in order to ensure the sustainable use of resources. This Plan is being adapted in line with new demands and changes on both local and global levels. Support initiatives are being carried out to ensure natural resources are used fairly and in an environmentally sustainable manner. | 1) NG/24956 Centro de Extensión Universitaria e Divulgación Ambiental de Galicia, Spain 2) NG/1583 Aula del Mar - Malaga Asociación para la Conservación del Medio Marino, Spain | ADRM | No | J.B. Lopez, Coordinator of the Technical office of the IUCN Spanish Committee |

One membership application deferred for decision by GCC by e-mail correspondence

| | | | | | | | | | | | | | |
|-------------------------------------|---|--|-----|---------|---|--------------|------------|----------|---|--|---------------------|----|----|
| East Europe, North and Central Asia | 3 | Fundația Conservația Carpathia (Foundation Conservation Carpathia) | FCC | Romania | https://www.carpathia.org | National NGO | 02.12.2009 | 11 years | We provide subsidised, sustainably-sourced firewood in disadvantaged and minority communities, to combat increasing pressure on forests due to rising wood prices. We have reduced the incidence of poaching and human-wildlife conflict events through our rapid intervention teams, and have developed and implement best practices which ensure the rational and evidence-based management of wildlife, in contrast to the predominant unsustainable hunting system. 1,200 students and teachers have been sensitised to sustainable use through our environmental protection projects. | 1) NG/69 Frankfurt Zoological Society, Germany 2) ING/1347 Stiftung Europäisches Naturerbe - EuroNatur, Germany | FCC | No | No |
|-------------------------------------|---|--|-----|---------|---|--------------|------------|----------|---|--|---------------------|----|----|



IUCN WORLD CONSERVATION CONGRESS
3–10 September 2021, Marseille, France

Report of the IUCN Council

Action Requested: The IUCN World Conservation Congress is invited to CONSIDER the draft Report of the IUCN Council to Congress

I. Introduction

This report outlines the major activities and achievements of the IUCN Council 2016–2021, a period which has been “shaped” by the global coronavirus pandemic. This devastating event has not only disrupted the lives and livelihoods of many millions of people, but it has also underlined the importance of a sound relationship between humanity and nature.

The IUCN Council is the principle governance body of IUCN, and constitutes the 4th pillar of the Union, working alongside Members, the Secretariat and Commissions. The Council works and acts on behalf of the IUCN membership between sessions of the World Conservation Congress. Following its election in 2016, Council has addressed many issues and executed its role as stipulated in Article 37 of our [Statutes](#): to have responsibility for oversight and general control of all affairs of IUCN. Included in this are the following: to set strategic direction and policy guidance for the work of the Union; to provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts; to fulfil its fiduciary responsibilities to the Members of the Union and to render an account to them on the achievement of the Union’s objectives; and to support the Director General in communicating IUCN objectives and policy and the IUCN Programme to the world community. While there have been many successes, Council faces ongoing challenges in these roles, challenges that must continue to be addressed by the incoming Council.

The IUCN Council has guided the implementation of the outcomes of the 2016 Congress in Hawai’i through oversight of the Secretariat and facilitating and supporting the work of Members and Commissions, as well as the Secretariat.

The IUCN Council is a voluntary body and its members receive no financial benefits for its extensive service. It carries out its work through three standing committees [Governance and Constituency Committee (GCC); Finance and Audit Committee (FAC); Programme and Policy Committee (PPC)], the Bureau, its President and Vice Presidents, and various task forces and working groups (see Annex 1).

II. Governance during the pandemic – a complex issue with long-term effects

Governance during the pandemic has proven to be a complex issue with long term-effects for our Union. Although the pandemic disrupted our ordinary ways of working and caused much concern, it also has given us the opportunity to develop our ways of governing and managing the Union. We have used virtual tools to continue to influence decision makers with our unique strengths: the power of science and respect for diverse knowledge systems, the power to convene and the power of the global conservation network.

In March 2020, shortly after the beginning of the Covid-19 pandemic, the IUCN Council decided to postpone the Congress from June 2020 until January 2021. In September 2020, given the high levels of uncertainty about the trajectory of the pandemic, Council further postponed the Congress to a date to be determined in agreement with the Host Country. In December 2020, the Council made the final decision to convene the Congress in Marseille for September 2021. Subsequently, based on a thorough analysis prepared by the Secretariat in cooperation with the Host Country, and reviewed by the Congress Preparatory Committee, the IUCN Council decided, in April 2021¹, to maintain the Congress convened for September 2021 in Marseille as an in-person event. However, its infrastructure was adjusted in order to enable virtual (remote) participation in a number of Congress events, thus making it a “hybrid” Congress.

To ensure the continuity of IUCN’s operations over this period, the Council referred a limited number of decision items included in the Congress Agenda to an online vote by the IUCN Members². Through the online vote, which closed on 10 February 2021³, IUCN Members adopted, among others, the IUCN Programme and Financial Plan 2021–2024, the mandates of the IUCN Commissions 2021–2024, the audited financial statements for the years 2016 to 2019 and the membership dues for the new quadrennial. Taking account of statutory limitations and in response to IUCN Members, Council agreed that Elections would be conducted virtually while the motions that the Motions Working Group had previously designated to be referred to Congress would be voted on in person or by proxy⁴.

III. Setting strategic direction for the Union

Programme

A new long-term Programme preparing the Union for a new decade was adopted by the IUCN Council in February 2020⁵ and approved by the IUCN membership in an online vote held in February 2021. Council, through its work in the Programme and Policy Committee (PPC) and its engagement with Members, exercises a strategic role in the preparation of the Programme, providing guidance and technical expertise to the Secretariat, as well as oversight in the subsequent implementation.

Important programmatic developments include a new long-term perspective. The [Nature 2030 IUCN Programme](#) sets its ambition in a decadal timeframe (2021–2030), ensuring closer alignment with United Nations 2030 Agenda for Sustainable Development and the post-2020 global biodiversity framework. **Nature 2030**, a truly unified Programme as envisaged in the [IUCN “One Programme Charter”](#), is a call for mobilisation to the entire Union. This high-level, strategic document aims to strengthen the Union’s delivery and impact more effectively by leveraging the respective roles, capacities and unique features of the constituent parts of the Union – our Members, Commissions, National and Regional Committees and Secretariat.

Council’s work to raise awareness about the key role that oceans play to support nature and people has been promoted by establishing within Council an Oceans Global Focal Person, and is reflected in the IUCN Programme with its aim to focus on strengthened national and international legal frameworks, and sustainable investments that retain and restore ocean

¹ Cf. [Council decision C103/2](#)

² Cf. [Council decision C100/3](#)

³ See the [results of the online vote closing on 10 February 2021](#)

⁴ Cf. [Council decision C104/2](#)

⁵ Cf. [Council decision C98/2](#)

and coastal biodiversity and associated services. The importance of the intersection of biodiversity-health-climate change is reflected in the IUCN Programme addendum as the result of the work of the IUCN Council and IUCN Commissions. Furthermore, in February 2020, Council approved the [Global Standard for Nature-based Solutions](#), which provides a guidance for benchmarking nature-based responses to global challenges such as food and water security, human health or climate change.

At the 2016 World Conservation Congress, IUCN Members adopted [Resolution 029](#) on “Incorporating urban dimensions of conservation into the work of IUCN.” The motion had been prepared by Council’s Urban Task Force. In order to implement the Resolution, the Members called on Council – IUCN’s highest decision-making body – to establish the IUCN Urban Alliance as a broad coalition of IUCN constituents. The [IUCN Urban Alliance](#) was launched in late 2018 and the work since has even further underlined the need for strengthened alliances and tools to secure nature in urban environments.

Concomitant with its role of developing policy and guiding the programmatic work of the Union, Council has advanced several forward-looking Council-sponsored motions. Included is a [motion](#) requesting the Union to begin work on developing an IUCN policy on synthetic biology and biodiversity conservation and another [motion](#) on protecting the rights of environmental defenders and whistleblowers. Council’s work on the latter culminates in a high-level event at the Marseille Congress.

Council also has repeatedly highlighted the important role which youth play in the work of the Union at all levels. The very successful Youth Summit in the Spring of 2021, led by the work of the IUCN Commission on Education and Communication as a precursor to Congress, is an example of this work.

Governance

The Council, through its Governance and Constituency Committee (GCC), has undertaken a series of initiatives to improve governance⁶, including by strengthening accountability to and engagement of IUCN Members, a [motion](#) for more effective organisation of Member Committee reforms, strengthening accountability and oversight, and improving capacity for strategic development.

The Council recognised the Global Group for National and Regional Committee Development in 2017⁷, adopted a new IUCN Membership Strategy in February 2020⁸, and requested the Director General to ensure that Members are recruited in areas where they are under-represented⁹.

The Council has demonstrated its commitment to strengthening diversity in IUCN. It developed a Comprehensive Gender Approach in 2020¹⁰, which will be presented for adoption at the Marseille Congress, and incorporated diversity requirements in the 2021 IUCN Programme of Work¹¹ to more equitably engage IUCN Members and guide Union development. In line with Article 38(f) of the Statutes, Council appointed an indigenous

⁶ Cf. [Council decision C94/5](#)

⁷ Cf. [Council decision C92/11](#)

⁸ Cf. [Council decision C98/24](#)

⁹ Cf. [Council decision C93/12](#)

¹⁰ Cf. [Council decision C100/2 \(Annex 5\)](#)

¹¹ Cf. [Council decision C95/8](#)

person to Council¹² and has sponsored a [motion](#) creating a permanent seat in Council for an Indigenous Peoples' representative.

In 2017, the Bureau and the Director General agreed that Council should have full access to all required information to strengthen oversight and guidance, except for information protected by applicable laws¹³. The Council implemented the stronger role of the Bureau and standing committees which was a key element of the governance reforms adopted by the previous Council towards the end of its mandate in April 2016 with the purpose of enabling the Council to fully exercise its strategic and oversight roles¹⁴.

Council has extended the reporting requirements of the Head of Oversight to include reporting to Council. Council's Response to the External Review noted that appropriate mechanisms be studied and recommended for Council to participate in the evaluation of the Legal Advisor who is appointed by Council [Statutes, Article 46(o)] and the Secretary to Council, who is approved by Council and appointed in consultation with the IUCN President (Regulation 56*bis*).

In its [Council Response](#) to the [External Review of Aspects of IUCN's Governance](#), Council committed to improving IUCN's governance. This provides the groundwork for the next Council to strengthen the ability of Council to fulfil its statutory functions. The Council has prepared a [motion](#) proposing that IUCN undertake a full strategic planning process that also addresses financial stability.

Finance

Council, through its Finance and Audit Committee (FAC), has adopted several policies, namely the Human Resources Policy, the Risk Policy, the Investment Policy and Commission Financial Rules, to improve performance and resource management including financial and human resources as well as reduce potential risks to the Union. The FAC has also reviewed the investment portfolio and modified the structure of the investment to improve revenue generation from the investment while maintaining a similar risk level.

Moreover, the FAC has appointed a task force to identify the risks in the IUCN financial model, from both the revenue and the expense side, and to propose strategic financial guidance and an outline to ensure the long-term financial viability of the Union post 2020. The external risks considered included the revenue reliance on a small number of States and the decline in framework income over the last five years. Internal challenges identified include the adequacy of reserves to absorb potential risks, particularly in relation to the scale of the project portfolio, and the structure of the financial model, which does not generate sufficient funding from operations, after costs, to build reserves or to invest in development and growth.

It was therefore proposed that steps should be taken to reassess the adequacy of the reserves needed to absorb current and future risks, to strengthen and diversify revenues, and to systematically re-examine the present cost and efficiency models and practices.

The strategic financial guidance and its implementation proposed by the task force was then reviewed in light of the pandemic, which adversely impacted project implementation and income, and resulted in unplanned costs and a reduction in the level of available reserves.

¹² Cf. [Council decision C94/20](#)

¹³ Cf. [summary minutes of the 73rd meeting of the Bureau \(November 2017\)](#), p. 8

¹⁴ Cf. [Council decision C88/7 \(April 2016\)](#)

Council will propose to Congress a [motion](#) to strengthen financial governance with a clarification of the role of the Treasurer, who will now focus on advice and reporting to Council. The Council, with the support of the FAC and the Treasurer, has responsibility for ensuring the long-term financial stability of IUCN and for oversight of the Secretariat as it implements agreed strategies and policies. How this is to be done is not well defined and would merit a speedy, preferably independent review, in the face of new and pressing financial challenges.

In addition, the FAC has developed a draft outline for IUCN long-term financial strategy. Development of the strategy is expected to be fully developed by the next Council. Therefore, this Council submitted a [motion](#) to Congress to ask the next Council to develop a long-term financial strategy that is aligned with the overall Union strategy.

IV. Providing oversight and guidance on performance

The Council provides oversight and guidance on the performance of the components of the Union [Statutes, Article 37(b)(ii)].

The Congress Preparatory Committee has overseen preparations for the World Conservation Congress in Marseille, among them: inspection of the venue, approval of sanitary measures for Congress taking account of the Covid-19 pandemic, selection of Forum events including High Level Events, and guidance to the Secretariat regarding diversity in participation and speakers as envisioned under the Gender Strategy for IUCN Events.

The Council has strengthened the performance requirements of Councillors in both their roles as members of the Council and of its standing committees¹⁵. It has also revised and updated the Code of Conduct for Councillors and the Council Handbook.

The Council also reviews the work of the Commissions on an annual basis [Statutes, Article 46(f)]. As of February 2020, Commission membership has grown to more than 15,000, with many of these members participating in the activities of more than one Commission. All Commissions have successfully used the impetus of the pandemic to engage their membership virtually in a host of webinars.

The IUCN President and Vice Presidents evaluate the work of the Director General as per the IUCN Statutes, Article 46(k). In line with a decision of the previous Council, the Director General's objectives were set and the evaluations undertaken on an annual basis, strengthening Council's role of oversight, strategic development and policy guidance. In addition, the Council approves the annual report of the Director General and the audited financial statements [Statutes, Article 46 (g)]. Following review of the external auditors' reports which were all "unqualified", the Council endorsed the audited financial statements for the years 2016 to 2020.

The FAC has provided oversight of the Union's financial stability and has identified the following risks for the Union: (1) a reserve level too low to mitigate unforeseen risk impact; (2) low income generation resulting from slow project implementation as well as relatively low compensation for overhead costs; (3) a decline in framework income and a reliance on very few donors; (4) high initial investment for the development of large projects vs potential recovery of this investment cost; and (5) low income generation from the investments made

¹⁵ Cf. Bureau decision B97/2 (August 2021) [LINK TO BE ADDED WHEN B97 DECISIONS ARE PUBLISHED ON THE WEBSITE](#)

in accordance with the approved investment policy which sets low risk as the main principle for investment.

The oversight of Human Resources policy and practices is a key function of Council. However, other than reviewing and approving policies, this has proven to be difficult to carry out. It has always been difficult to distinguish between micro management and oversight issues which has often resulted in relying on the information provided by the Secretariat to fulfil this function.

In 2018, the IUCN Council appointed Stewardship & Governance Associates (SGA) to undertake a review of IUCN's governance. Published in July 2019, this [External Review of Aspects of IUCN's Governance](#) identified key actions required to strengthen the four key pillars of governance: people, information architecture, structures and processes, and institutional culture. A Council working group considered the findings of the review and drafted a response. Following review by the GCC, the [Council Response](#) was approved by Council in early January 2020. As with previous reviews, this Council has undertaken some actions and is handing over remaining actions to the incoming Council.

V. Fulfilling fiduciary responsibilities to the Members of the Union

A major component of Council time is allocated to the fulfilment of its fiduciary responsibility.

The Council has emphasised the importance of the engagement of Regional Councillors with IUCN Members to ensure that their interests are respected and a relationship of trust is fostered and strengthened. To facilitate this, the Council approved a small budget to support Councillors who face challenges when attending Member meetings due to financial constraints¹⁶. Normally Councillors are required to cover these costs themselves, which can prove difficult for many. This IUCN Council urges the incoming Council to ensure adequate budgetary allocations to governance.

The Council also reviewed and approved the annual work plans and budgets for the years 2017 to 2021.

Council has the fiduciary responsibility for the financial stability of the Union (Articles 46(f) and 83). In this role, Council noted key challenges related to financial sustainability and in 2017 requested the Director General to maintain the target of financial reserves to 25m CHF. It has also addressed the structural weaknesses in the funding model and addressed some of the financial challenges inherent in the centre-regional structure of IUCN. The Council approved a budget of 250K CHF to enable the current Director General to invest in revenue growth over the coming four years. This work should be continued under the new Council and increased efforts and resources should be committed to strengthening financial governance and oversight.

The IUCN Council appointed a new Director General in 2020, pursuant to Article 46(j) of the IUCN Statutes. The latter part of this process proved to be challenging due to COVID restrictions in travel and physical meetings. The new Director General brings a wealth of experience in sustainable resource management and green economy. He has explored and shaped the interface between environmental policy, economic development and social equity from the perspectives of state regulator, entrepreneur and scientist.

IUCN Statutes require each application for IUCN membership to undergo a thorough due diligence and consultation of all IUCN Members. This process was enhanced in May 2018

¹⁶ Cf. [Council decision C94/11](#)

through additional due diligence¹⁷. Following this procedure, Council admitted 346 new IUCN Members, including 12 new State Members (as of 18 August 2021). As regrettably, some State members did not renew their membership, the IUCN Council requested the Director General to undertake measures to attract and retain State members. A Council [motion](#) addresses the terms under which State members can be readmitted. Since the 2016 Congress, the IUCN Council has recognised seven National Committees of IUCN from Belize, Benin, Cambodia, Chile, Palestine, UAE and USA.

The Council appointed the Deputy Chairs and Steering Committee members of all six IUCN Commissions on the proposal of their respective Chairs.

Following a rigorous and transparent bidding process, Council chose Marseille, France, as the venue for the 2020 Congress¹⁸. It established the Congress Preparatory Committee, which includes the Host Country, to support Council in the oversight and strategic guidance of the Congress preparations. Due to the CoVID-19 pandemic, preparations for Congress have had to be modified in order to take into account the limitations imposed.

Following the proposals made by IUCN Members and members of the Commissions concerned, Council nominated candidates for President, Treasurer and the Chairs of the six IUCN Commissions¹⁹. As recommended by the previous Council (2012–2016), nominations were made for two presidential candidates who can bring to the Union the competencies and profiles needed to leverage influence with key political and economic actors and to bring new resources to the table. In 2017 new TORs²⁰ were developed for the Treasurer, allowing for the first time for the Treasurer to come from anywhere in the world. In preparation for elections at the upcoming Congress, new TORs²¹ were also adopted in 2019 for Regional Councillors.

The IUCN Council has submitted 11 programmatic motions to IUCN Members to vote on at Congress. These range from a call to pursue integrated approaches to solve the climate change and biodiversity crisis to strengthening the IUCN Urban Alliance to developing a policy on natural capital. In addition, the Council has submitted 12 governance motions containing proposed amendments to the IUCN Statutes including several improvements to the motions process and the inclusion of sub-national governments in IUCN's membership structure. See Annex 3 below for a list of motions.

VI. Support the Director General in communicating IUCN objectives and policy, and IUCN Programme to the world community

Members of the IUCN Council, at the request of the Director General, engage in publically communicating IUCN objectives and policy. In 2017, the Council recommended to the Director General that opportunities be sought to engage Regional Councillors in high-level events to increase their opportunities to engage with IUCN Members²².

During the period 2016–2021, members of Council have contributed substantial time to global, regional and national events. These include participating in National and Regional Committees and Regional Conservation Fora, and providing support to the President and

¹⁷ Cf. [Council decision C94/13](#)

¹⁸ Cf. [decision C94/21](#)

¹⁹ Cf. [decision C98/5](#)

²⁰ Cf. [Bureau decision B73/1](#)

²¹ [Bureau decision B/XVI, 1 July 2019](#)

²² Cf. [decision C93/13](#)

Director General during visits to their country/region. Following a decision of the IUCN Council, a small amount has been reserved in the annual IUCN budget for supporting attendance of Regional Councillors at meetings of the National and Regional Committees and other important events in their regions.

Council members have also brought their support and expertise to IUCN delegations to multilateral meetings, to emphasise in the international policy arena the importance of the sustainable use and management of natural resources and biodiversity, and the need for targeted global action. Some of the meetings attended were high-level UN fora, UN Convention on the Law of the Sea, CITES, UN Convention on Biological Diversity (CBD) and UN Framework Convention on Climate Change (UNFCCC).

VII. Recommendations for the next Council

The *External Review of Aspects of IUCN's Governance* has set the groundwork for the next Council. Rebuilding the Union's governance structures and reinforcing the work of the Council should be a priority to enable IUCN to emerge as a more robust and resilient Union, capable of responding to the continually changing challenges of the conservation world.

To maximise Council's role of setting the strategic direction of the Union, an IUCN Council-sponsored [motion](#) requests the incoming Council to undertake a strategic planning process to develop a 20-year strategic vision and plan for the Union. This will establish a clear roadmap to ensure that the Union effectively and efficiently fulfils its mandated objectives.

The pandemic has influenced not only the work of our Members, the members of our Commissions and the Secretariat. But it has also affected the work of Council in many areas. There is a clear need for the next Council, based on the roles of Council and its internal and external relations, to find new ways to maximize the effectiveness of its work. To complement increased effectiveness of Council's work, there is a need to strengthen the effectiveness of the Union in responding to extraordinary situations such as the pandemic. Our recommendation is for the incoming Council to review and possibly amend the Statutes to render IUCN more agile and responsive in the face of unexpected challenges requiring urgent action.

In order for Council to effectively govern the Union using best practice governance principles, measures will need to be undertaken in the medium term to augment the skills in Council through increased availability of independent skills. Possibilities include an evaluation mechanism for individual Council members against established objectives or a mapping of the skills and expertise needed to align with the Union's strategic direction. Strengthening financial oversight should be taken into consideration when augmenting the Council's skills, in particular the financial expertise in the Finance and Audit Committee, paying particular attention to risk management. It is also important that the Secretariat avoid engagement in sensitive oversight areas.

Building on the collaborative work to develop the new **Nature 2030** Programme, inspired by the spirit of the One Programme Charter, the incoming Council should continue to engage all components of the Union. It should exert its role of providing strategic direction to the Union by making use of the new long-term structure to ensure alignment with the United Nations 2030 Agenda for Sustainable Development and the post-2020 global biodiversity framework. Finally, the Council should capitalise on this "One nature, one future" Programme, as well as the impacts of the pandemic, to continue to demonstrate the importance of nature and the critical relationship between people and nature.

To leverage the unique strength found in IUCN's membership, the next Council should continue to enhance its relationship with Members to reinforce their engagement and augment their contributions to the collective expertise of the Union. The Strategic Planning process will consider whether new membership models will need to be developed in order to meet strategic requirements.

As noted in the External Review, it is crucial for Council and management to have a clearer and shared understanding of the scope and importance of oversight. While we have made some progress in this area, our recommendation is to call for a commitment to clear, transparent and respectful communication as the key to a successful relationship between governance bodies. The work of Council is dynamic, challenging and forward-looking, and the willingness of the different parts of the Union to collaborate is essential to realising the IUCN mission 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".

Composition, structure and activities of the IUCN Council 2016–2021

The IUCN Council comprises the [President](#), the [Treasurer](#), the [Councillor from the State in which IUCN has its seat](#) (Switzerland), [twenty-eight Regional Councillors](#), the [Chairs of IUCN's six Commissions](#) and the [additional appointed Councillor](#) (see Annex 2 below).

All members of the IUCN Council were elected by the 2016 Congress with the exception of the Councillor from the State in which IUCN has its seat and the additional appointed Councillor, and the following two Council members:

- Mr Nihal Welikala (Sri Lanka/UK) who was appointed by the IUCN Council in April 2018 as IUCN Treasurer following the resignation of Mr Patrick de Heney (Switzerland/UK);
- Ms Natalia Danilina (Russian Federation) who was appointed by the IUCN Council in December 2018 following the passing away of Dr Rustam Sagitov.

By the time of the 2021 Congress in September 2021, the IUCN Council will have held 16 meetings. Numbered from the 91st to the 105th meeting, they will have included seven ordinary (six-monthly) meetings held in person, two short meetings in person of which one held immediately after the closure of the 2016 Congress in Hawai'i and the other before the opening of the 2021 Congress in Marseille, and seven meetings held by videoconference²³.

The ordinary meetings were held at the IUCN Conservation Centre in Gland except the 95th meeting which was hosted by the Government of the Jeju Special Self-Governing Province, Republic of Korea at the occasion of the 2nd World Leaders Conservation Forum.

The Bureau established by the IUCN Council is comprised of the President, Treasurer, two Vice-Presidents, a Commission Chair, two Regional Councillors and the Chairs of the three standing committees of the Council (the Finance and Audit Committee, Governance and Constituency Committee, and Programme and Policy Committee) and the Director General (without vote). Between May 2017 and August 2021, the Bureau will have held twenty-five meetings, numbered 69 to 96, of which nine in person and the others by videoconference.

All [decisions of the Council and the Bureau, adopted during meetings](#) (in person and by videoconference) or [by email correspondence between meetings of the Council](#), can be viewed on IUCN's public website in the three official languages of IUCN (English, French and Spanish). Since Council updated its [Transparency Policy](#) in 2016, also the [documents](#) prepared for Council and Bureau meetings (in person and by videoconference) as well as the [summary minutes](#) of these meetings have been posted on IUCN's public website. Summary minutes have been published in the three official languages while documents have only been published in their original (mostly English) version.

Four [Vice-Presidents](#) support the President with advice, assist him in the management of Council meetings and the evaluation of the Director General, and serve as the Council's Ethics Committee.

Every Council member serves on one of the three standing (permanent) committees of the Council. In addition, the Council established also the following temporary bodies: the Congress Preparatory Committee, the Motions Working Group, the Nominations Committee, the Succession Planning Committee and the Search Committee for the Director General. The Council appointed Mr Peter Cochrane as Council's Global Oceans Focal Person.

²³ Held between August 2020 and June 2021. The 101st Council meeting was held in November 2020 in two sessions on two different dates.

The standing committees established task force to accomplish specific and time bound tasks, such as the Climate Change Task Force, the Private Sector Task Force, the Urban Task Force, the Retirement of Resolutions Task Force, the Conservation and Human Rights Task Force, the Post-2020 Global biodiversity framework Task Force, the Financial Planning post-2020 Task Force and the Joint FAC/GCC Task Force on membership dues. In addition to meetings held in the context of the ordinary meetings of Council, the Council's standing committees and their task forces accomplished their work through virtual meetings or email correspondence.

Council members have played an active role between meetings of Council, contributing substantial time to global, regional and national events including National and Regional Committees and Regional Conservation Fora, or as part of IUCN delegations to multilateral meetings, or providing support to the President and Director General during visits to their country/region. Following a decision of the IUCN Council, a small amount has been reserved in the annual IUCN Budget supporting Regional Councillors' attendance to meetings of National and Regional Committees and other important events in their region.

IUCN COUNCIL 2016–2021

PRESIDENT:

Mr ZHANG Xinsheng, China

TREASURER:

Mr Nihal Welikala, Sri Lanka and UK²⁴

COMMISSION CHAIRS:

Commission on Ecosystem Management

Ms Angela Andrade, Colombia

Commission on Education and Communication

Mr Sean Southey, Canada/South Africa

Commission on Environmental, Economic and Social Policy

Ms Kristen Walker Painemilla, USA

Species Survival Commission

Mr Jon Paul Rodriguez, Venezuela

World Commission on Environmental Law

Mr Antonio Herman Benjamin, Brazil

World Commission on Protected Areas

Ms Kathy MacKinnon, United Kingdom

REGIONAL COUNCILLORS:

Africa

Mr Mamadou Diallo, Senegal
Ms Jesca Eriyo Osuna, Uganda Mr
Ali Kaka, Kenya
Ms Jennifer Mohamed-Katerere, South Africa

Meso and South America

Mr Lider Sucre, Panamá
Mr Marco Vinicio Cerezo Blandon, Guatemala
Mr Carlos Cesar Durigan, Brasil
Ms Jenny Gruenberger, Bolivia

North America and the Caribbean

Mr John Robinson, USA

Mr Rick Bates, Canada
Mr Sixto J. Inchaustegui, Dominican Rep.

South and East Asia

Mr Amran Hamzah, Malaysia
Mr Masahiko Horie, Japan
Mr Malik Amin Aslam Khan, Pakistan
Mr Mangal Man Shakya, Nepal
Mr Youngbae Suh, Republic of Korea

West Asia

Ms Shaikha Salem Al Dhaheri, UAE
Mr Said Ahmad Damhoureyeh, Jordan
Mr Ayman Rabi, Palestine

Oceania

Mr Andrew Bignell, New Zealand
Mr Peter Michael Cochrane, Australia
Ms Ana Elizabeth Tiraa, Cook Islands

East Europe, North and Central Asia

Ms Natalia Danilina, Russian Federation²⁵
Mr Michael Hošek, Czech Republic
Ms Tamar Pataridze, Georgia

West Europe

Ms Hilde Eggermont, Belgium
Mr Jonathan Hughes, United Kingdom
Mr Jan Olov Westerberg, Sweden

COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT:

Mr Norbert Baerlocher, Switzerland

ADDITIONAL APPOINTED COUNCILLOR:

Mr Ramiro Batzin Chojoj, Guatemala²⁶

DIRECTOR GENERAL:

Mr Bruno Oberle²⁷

²⁴ Appointed by the IUCN Council in April 2018 following the resignation of Mr Patrick de Heney, Switzerland/United Kingdom, who had been elected by the 2016 Congress.
²⁵ Appointed by the IUCN Council in December 2018, following the passing away of Dr Rustam Sagitov who had been elected by the 2016 Congress.

²⁶ Appointed by the IUCN Council in May 2018.
²⁷ From 13 July 2020 following his appointment in June 2020. On appointment by the IUCN Council, Dr Grethel Aguilar had been acting Director General from 1 June 2019 following the departure of Ms Inger Andersen who had been Director General since January 2015.

Council-sponsored motions to Congress

Programmatic

1. IUCN Principles on Synthetic Biology and Biodiversity Conservation
2. Archiving obsolete Resolutions and Recommendations and future policy reviews
3. Develop and implement a transformational and effective post 2020 Global Biodiversity Framework for people and nature
4. Partnerships and adoption of a Global Ecosystem Typology
5. Development of a Standard Approach to Implement Nature-based Solutions for Societal Challenges
6. Promoting IUCN leadership in the implementation of the UN Decade on Restoration 2021 – 2030
7. Strengthening the IUCN Urban Alliance
8. Towards a policy on Natural Capital
9. Protecting Environmental Human and Peoples Rights Defenders and Whistleblowers
10. Climate change and biodiversity crisis – a call to action
11. Transforming global food systems through sustainable land management that is aligned to the UNSDGs

The list above refers to the motions approved by Council for submission to Congress, pursuant to Bureau decision B/78/2 of 19 August 2019. The list below contains these same motions as they were approved by the Motions Working Group and following input by Members during the online discussion. The discrepancy in titles for several of the motions is a result of this review process.

1. Motion 075: IUCN Principles on Synthetic Biology and Biodiversity Conservation
2. Motion 001: Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews
3. Motion 040: Develop and implement a transformational and effective post-2020 global biodiversity framework
4. Motion 074: Partnerships and further development of a Global Ecosystem Typology
5. Motion 073: Promotion of the IUCN Global Standard for Nature-based Solutions
6. Motion 042: Promoting IUCN leadership in the implementation of the UN Decade on Restoration 2021–2030
7. Motion 081: Call for Nature in Cities agendas and Strengthening the IUCN Urban Alliance
8. Motion 062: Towards a Policy on Natural Capital
9. Motion 039: Protecting environmental human and peoples' rights defenders and whistleblowers
10. Motion 034: [Climate Change and Biodiversity Crisis] [Promoting integrated solutions to the climate change and biodiversity crises]
11. Motion 004: Transforming global food systems through sustainable land management that is aligned to the UN SDGs

Governance

- A Including subnational governments in IUCN's membership
- B Election of Regional Councillors resident in dependent territories
- C Establishment of an elected Indigenous Councillor position
- D Modification of the term "Regional Councillor"
- E Improvements to the motions process to protect the intellectual independence of the knowledge-based and evidence-based work carried out by the Commissions and Secretariat of IUCN
- F Role of Commissions in National and Regional Committees
- G Clarification of conditions for readmission of former State Members
- H Establishment, operating rules and oversight of National, Regional and Interregional Committees
- I Functions of the IUCN Treasurer
- J Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union
- K Improvements to the motions process to put a cap on the number of abstentions in order for a motion to be adopted
- L Improvements to the motions process regarding the majority required to adopt motions